

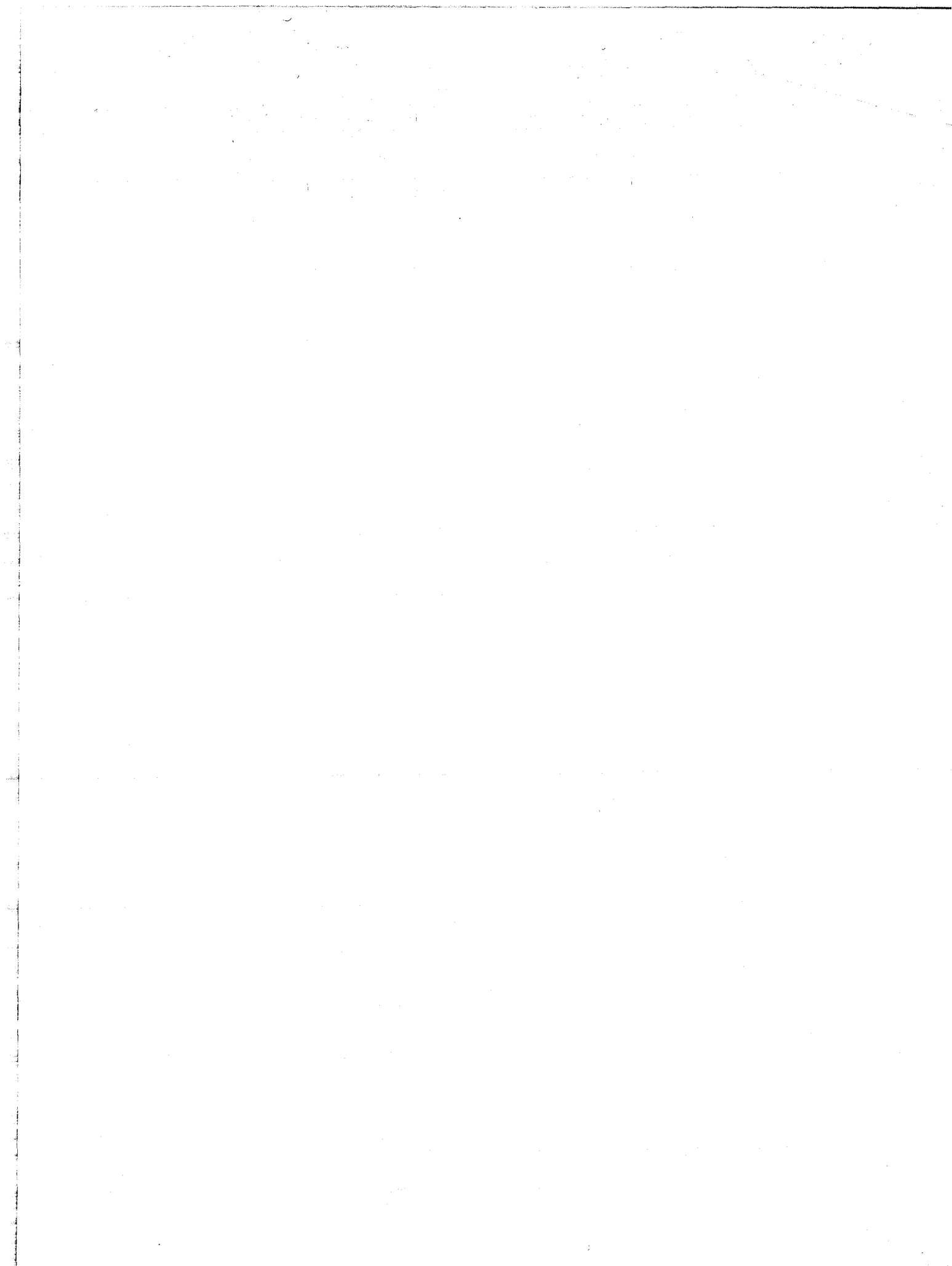


U.S. Department
of Transportation
Federal Highway
Administration

Multi-Year Affirmative Employment Program Plan

1999-2003





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of Transportation
**Federal Highway
Administration**

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Contents

Executive Summary	v
I. Organization and Resources	1
II. Workforce	3
III. Discrimination Complaints	21
IV. Recruitment and Hiring	24
V. Employee Development Program	33
VI. Promotion	35
VII. Separations	41
VIII. Program Evaluation	44
IX. Objectives and Action Items	45
Appendix A	55
Appendix B	68
Appendix C	78
Appendix D	82
Appendix E	84
Appendix F	86
Appendix G	91

Executive Summary

I. Organization and Resources

The successful implementation of FHWA's Equal Employment Opportunity (EEO) Program and the achievement of workforce diversity are major functions within the management structure of FHWA. The Civil Rights (CR) Service Business Unit (SBU) and the Office of Human Resources (OHR) have primary responsibilities in these areas. In summary, this review indicates that the Agency continues to make progress in the EEO, diversity, and human resource areas since the last AEP report. However, there continues to be a concern that the emphasis on external EEO activities in the Federal-aid highway program has reduced the attention of CR managers and supervisors to internal diversity and EEO matters. The CR unit does not have sufficient resources to devote to internal EEO matters and needs to provide greater oversight in internal activities. The unit should appoint a Special Emphasis Coordinator to serve as the Federal Women's Program Manager and to oversee other special emphasis areas. This appointment should be communicated to all Agency employees.

II. Workforce

In accordance with Equal Employment Opportunity Commission (EEOC) guidance, the FHWA workforce data was reviewed to determine employment patterns and rates of representation in major classifications and units, and to conduct EEOC required analyses to determine whether underrepresentation existed. Consistent with EEOC guidance, the standard of analysis to which FHWA employment data was subjected involved calculations to determine whether the representation rates for any protected group in major occupations and units in FHWA was more than two standard deviations less than the representation rate for the same group in the relevant civilian labor force (CLF). The occupational groupings to which the standard was applied were the professional, administrative, technical, clerical, other, and blue collar categories (PATCOB).

Where statistically significant underrepresentation exists, the Supreme Court has ruled that the pattern could be the result of a factor in the selection process that eliminates minority (or women) candidates, which can provide the impetus for affirmative action. Reasonable goals and timetables for affirmative action efforts that do not trammel on the rights of nonminorities will have to be developed within the context of the restructured Agency.

While the Multi-Year Affirmative Employment Task Force was primarily focused on obtaining, analyzing, and deciding the implication of facts related to employment patterns, especially recruitment, promotion, and retention efforts, the task force also looked at relative accession and attrition rates for EEO groups that have affected net gains. The attrition rate for minorities and women has been such that gains expected due to enhanced recruitment have been negatively affected by either real or perceived poor treatment or reduced opportunities for advancement within the Agency.

Analysis of Selected Occupations

The analysis revealed an underrepresentation for the following EEO groups in selected Agency occupations as of September 30, 1997 (see table, page vi). The percentage denotes the degree of underrepresentation in the selected occupations for the group compared to the CLF and the number at the right denotes the additional representatives of the group FHWA needs to reach parity with the CLF at its September 1997 strength for the occupation. In the analysis of selected occupations for Headquarters and the Field, there is underrepresentation of White women in the secretary, engineering technician, realty, transportation specialist, motor carrier safety specialist, highway safety specialist, and community planner categories; Black and Hispanic women in the engineering technician category; and Asian/Pacific men in the civil engineering category. For example, in the engineering technician category, FHWA is 6.60 percent below the CLF

National Headquarters and the Field

Occupations	EEO Groups	Underrepresentation Compared to CLF	Number Needed to Remedy Imbalance
SECRETARY:	White women	4.94%	10
ENGINEERING	White women	35.30%	65
TECHNICIAN:	Black women	6.60%	12
	Hispanic women	3.4%	7
CIVIL ENGINEER:	Asian American/Pacific Islander men	1.67%	21
REALTY:	White women	25.34%	19
TRANSPORTATION			
SPECIALISTS:	White women	14.03%	36
MOTOR CARRIER SAFETY SPECIALISTS:	White women	17.18%	44
HIGHWAY SAFETY SPECIALISTS:	White women	28.38%	45
COMMUNITY PLANNER:	White women	17.40%	17

for Black women. To reach parity within this occupation at its September 1997 strength of 184 technicians, FHWA needs 12 more Black women. Similar percentages and needs are shown for the other occupations.

The underrepresentation of women and minorities in key positions that eventually lead to leadership positions was recognized in the 1988-92 and 1996-98 Multi-Year Affirmative Employment Program Plans (MYAEP). The underrepresentation of those EEO groups is a major finding in this plan also.

- White women remain underrepresented at the upper-level jobs (GS-13-SES) relative to their percentage of the Agency's workforce.
- One decrease that should be noted is that there were 16 Black men at the GS-14 level in fiscal year (FY) 96 and only 11 at that level in FY 97.
- Black women increased from 7 to 8 percent from FY 95 to FY 97, but they remain underrepresented at the upper-level jobs (GS-13-SES).

- All selecting officials should be briefed annually on the need to consider women and minorities in EEO groups that are underrepresented when making personnel selections.

- Strategies should be developed to make women and minorities aware of the underrepresentation of EEO groups in field positions and the need to consider them in career planning.

- Women and minorities at the 11 through 13 grades should be identified for professional development (mentoring, special assignments, and training) to prepare them for key Agency positions.

- The DOT Disability Resource Center should be promoted to all FHWA managers as a central resource to help them to efficiently meet the accommodation needs of employees or applicants with disabilities.

- Guidelines should be developed for hiring under Schedule A and circulated to all FHWA managers in order to encourage the hiring of individuals with disabilities.

III. Discrimination Complaints

The Department of Transportation (DOT) reorganized its civil rights program in 1994, transferring authority for the formal internal discrimination complaint process to the Departmental Office of Civil Rights (DOCR). Under DOT Order 1100.60A, Section 1.45, the modal administrators retained the responsibility for the EEO counseling program, which involves resolving informal allegations of discrimination through counseling or alternative dispute resolution.

The complaint activity is further explained as follows:

Year	Total*	Issues
FY 97	10	1 award 1 disciplinary action 1 evaluation/appraisal 5 harassment 3 promotions/nonselection 1 reassignment 2 training
FY 96	9	5 promotions/nonselection 1 evaluation/appraisal 1 sexual harassment 1 equal pay act violation 1 disciplinary action/suspension

*A complaint may have more than one issue.

The task force recommends that the management council be briefed annually on the numbers and status of informal and formal complaints. In addition, all employees should receive sexual harassment and sensitivity training.

IV. Recruitment and Hiring

In our analysis of the Agency's recruitment and hiring activities, we examined phases of personnel practices and policies as they relate to recruitment and hiring. It is noted throughout this section that an underrepresentation and/or conspicuous absence of certain minority groups exists throughout the Agency.

In FY 1997 recruitment of permanent hires decreased to 187 from 271 hires in FY 1996. The recruitment of White women decreased to 91 hires (48 percent) in FY 1997 from 139 hires (51 percent) in FY 1996.

It was noted in the FY 1996-1998 MYAEPP that the Agency needed to hire 115 White women in various occupations to reach parity with the CLF. A total of 230 White women were hired in FY 1996 and FY 1997. It should be noted that 146 White women left the Agency during this period.

In FY 1997, FHWA hired a total of 187 individuals from outside the Agency. Part of this effort included 31 hires under the Career Training Program. Agency-wide, 109 (58 percent) of the total hires in FY 1997 were minorities and/or women, as compared to FY 1996, when 171 (63 percent) of the total hires were minorities and/or women.

FHWA is involved in a number of initiatives to identify and attract diverse groups to careers in transportation, including the Garrett A. Morgan Technology and Transportation Futures (GAMTTF) Program. The program's initiatives include:

- Transportation and Civil Engineering (TRAC) Careers
- DOT Summer Transportation Internship Program for Diverse Groups (STIPDG)
- TransTech Academy Program
- Partnerships with Minority Institutions of Higher Education (MIHE)
- National Summer Transportation Institute
- Dwight David Eisenhower (DDE) Transportation Fellowship Program

FHWA also offers a number of career training programs through which entry-level professional and administrative employees are prepared for transportation careers in key occupations nationwide.

V. Employee Development Program

In FY 1997, an Agency-wide Skills Assessment Survey was conducted. The results of this survey demonstrated a

move from hands-on activities (i.e. construction, enforcement) to a proactive involvement with partners in fostering best practices, improving technology, and identifying solutions to complex problems.

- Black women make up 3.4 percent of FHWA's GS-13 through SES population. Their percentage of promotions to GS-14 (2.2 percent) and GS-15 (1.3 percent) is not sufficient to maintain their current level, which is below their overall population of 8 percent.

VI. Promotion

The FHWA Merit Promotion Plan was revised to provide management with increased flexibility to select the best qualified candidate while ensuring merit. The program covers all organizational elements and positions throughout FHWA, except SES positions, which fall under Office of Personnel Management guidelines.

A review of promotions from 1994 through 1997, as shown in the tables on pages 86-90, reveals the following:

- White women received promotions at a rate greater than their percentage of the Agency's workforce in grades GS-13 and higher.
- Black men were not promoted to the GS-13 (2.3 percent) and GS-14 (3.3 percent) grades at a rate sufficient to maintain their 4.4 percent representation.

VII. Separations

The separation rates for White women, Black men, and Hispanics during FY 1997 were higher than the separation rate for the overall Agency. Thirty-two percent of those leaving in FY 1997 were White women. This is significant when it is noted that White women make up only 24 percent of the Agency's workforce.

One of the most significant improvements made since the 1996 MYAEPP was the development of an exit interview survey in FY 1998. This document allows the Agency to improve the overall retention rate of employees.

VIII. Program Evaluation

The objectives and action items resulting from this review are located on pages 45-52 of this report.

I. Organization and Resources

The successful implementation of FHWA's Equal Employment Opportunity (EEO) Program and the achievement of workforce diversity are major functions within the management structure of FHWA. The Civil Rights Service Business Unit (SBU) and the Office of Human Resources (OHR) have major responsibilities in these areas. The Director of Civil Rights (CR) reports directly to the Administrator, while OHR reports to the Director of Administration. These offices are responsible for developing administrative policies to ensure equal employment opportunity, workforce diversity, and affirmative action for FHWA employees and applicants for employment.

The CR Unit has 20 full-time employees. The Director of CR is responsible for managing and promoting programs to ensure fair and equitable treatment of all persons employed or affected by Federal highway-funded programs, regardless of race, color, religion, national origin, sex, age, disability, sexual orientation, or retaliation. The Director also participates in senior staff meetings and planning sessions in which decisions on management issues, staffing plans, and other significant goals and activities are made.

The OHR administers staffing, recruitment, merit promotion, special employment, and training and developmental programs for the Agency. These activities are conducted through the merit system principles, which include the selection and advancement of individuals on the basis of merit; the treatment of employees and applicants fairly and equitably; equal pay for equal work; and the education and training of employees when it will result in better organizational or individual performance.

As part of FHWA's restructuring effort, the Office of Professional Development was established as a cross-cutting SBU. This Unit serves as an "in-house consultant" for training and professional development and provides access, assistance, and expertise to all of FHWA. This Unit also serves as an advocate for the assessment of needs, the development of long-term plans, and the provision of resources for learning and training. It encour-

ages an Agency-wide focus on professional development. In addition, this Unit also provides guidance on the analysis of trends in areas such as internal skills and capacity, education, employment, and training in order to assess overall strengths, weaknesses, and opportunities. It serves as a catalyst to strengthen the tie between training, learning, and performance.

FHWA's total workforce as of September 30, 1997, was 3,565 permanent employees. The Program Managers and Staff Office Directors rely on the CR Director for assistance and guidance on EEO, diversity, and affirmative action matters. Each Resource Center has a Civil Rights Team that reports directly to the Resource Center Director and Resource Center Operations Manager. The CR Director and Resource Center Civil Rights Team Leader provide guidance, advice, and training on EEO, diversity, and affirmative action matters to the Division Administrators. The Federal Lands Executive Officer is responsible for providing policy or new initiatives on EEO, diversity, and affirmative action matters; however, the Division Executive Officers provide these services to the Federal Lands Division Engineers and their employees.

FHWA has 5 EEO counselors at Headquarters and 22 EEO counselors at the Resource Centers, Division Offices, and Federal Lands Divisions. At least one counselor is located in each Resource Center and each Federal Lands Highway Division. FHWA's goal is to provide the opportunity for face-to-face counseling to any employee who believes that he or she has been discriminated against because of race, color, religion, sex, national origin, age, disability, or sexual orientation, or believes that he or she is being retaliated against because of his/her participation in the EEO process. The CR Unit published a brochure in September 1997 on the EEO counseling process that provides the names and telephone numbers of EEO counselors. There is concern about the lack of and/or the availability of a written discrimination process to which every employee has access. Another area of concern is the proper steps to take once the counseling process is completed and the employee still wants to file a formal discrimination complaint.

Administering the Special Emphasis Programs is the responsibility of the CR. Neither the Federal Women's Program Manager (FWPM) nor the Hispanic Employment Program Manager (HEPM) positions are filled by CR personnel. It should be noted that these positions were vacant when the 1988-1992 and the 1996-1998 affirmative employment plans were prepared, and a lack of commitment to support these program activities was noted at that time. The Hispanic Employment Program (HEP) is being managed by a representative from one of FHWA's Headquarters' Program Offices (the Office of Infrastructure) as a collateral duty. This shows interest and concern for this program. However, it is not clear how the Federal Women's Program (FWP) activities are being coordinated in Headquarters and the field. Headquarters' guidance is needed to provide consistency and a national direction in the FWP.

The Special Emphasis Program coordinators have the authority to initiate and implement special events targeted at establishing or improving public relations, promoting Special Emphasis Programs, accomplishing program objectives, and improving employee morale. Agency managers maintain a liberal view of using administrative time to attend training or commemorations sponsored by one of the special emphasis groups. Efforts are made by all EEO officials, both in Headquarters and the field, to establish and maintain a good working relationship with special emphasis organizations.

All performance appraisals of supervisory and managerial personnel must include an evaluation of EEO and diversity accomplishments as one of their performance objectives. The Incentive Awards Program is one form of recognition of significant achievements in the EEO/workforce diversity area for managers who exceed their normal responsibilities. The Secretary recognizes outstanding achievements in EEO/affirmative action. FHWA should establish a similar award.

The Agency's appraisal system includes an element that rates senior managers' and supervisors' support of the Agency's affirmative employment efforts. In addition, the Agency provides to Unit managers periodic data that show a breakout by EEO groups of selections that have been made during the current fiscal year. This information should be provided to all selection officials.

This review indicates that CR and OHR carry the primary responsibilities for initiatives related to internal EEO, diversity, and affirmative action. However, FHWA also created an additional organization/committee, the Human Resources Management Committee, to discover and address human resource management issues that affect employee morale and Agency effectiveness. The committee, consisting of approximately 15 employees from Headquarters and the field who serve on a rotating basis, acts as a major focal point for FHWA on employee concerns. The committee has formulated an Agency-wide survey designed to determine how employees feel about their work, the direction of the Agency, the resources available to do their work, management practices, internal communications, and various employee programs. The committee will analyze the responses and comments from the survey and make recommendations to FHWA senior management to address employee concerns.

In summary, this review indicates that the Agency continues to make progress in the EEO, diversity, and human resource areas since the last AEP report. However, there continues to be a concern that the increasing emphasis on external EEO activities in the Federal-aid highway program has reduced the attention of the CR managers and supervisors to internal diversity and EEO matters.

II. Workforce

An analysis of FHWA's workforce was conducted by Professional, Administrative, Technical, Clerical, Other, and Blue Collar (PATCOB) categories and selected occupations for fiscal year (FY) 1997 (as of September 30, 1997), using data obtained from OHR. The analysis was accomplished using the 1990 National Civilian Labor Force (CLF) data for comparison. Moreover, the representation of the various EEO groups in each grade representing selected positions in (1) FHWA on the national level (headquarters and field), (2) the field (only), and (3) headquarters (only) were also analyzed using the pertinent 1990 CLF data for each of the three levels of comparison. The subdivisions of the field (only) and headquarters (only) were done in order to see if FHWA is more representative of the community in the field and in the headquarters' metropolitan area, as well as to provide EEO attainment data relevant to FHWA's affirmative action uses. A comparison by PATCOB of the FHWA workforce to that of the 1990 CLF was also done. In addition, the representation of the various EEO groups in each grade and in key field positions in the Agency were analyzed. This was accomplished by comparing the percent of each group within the grade level with the percent of the group within FHWA.

The Post-Adarand Guidance on Affirmative Action in Federal Employment was used as guidance for determining if a significant underrepresentation of minorities in a particular job category existed. In *Adarand Constructors, Inc. v. Peña*, 115 S. Ct. 2097 (1995), the Supreme Court held that Federal affirmative action programs that use racial and ethnic criteria as a basis for decision making are subject to strict judicial scrutiny. Under strict scrutiny, such programs must serve a compelling governmental interest and must be narrowly tailored to serve that interest. The Post-Adarand Guidance stated that statistics alone may form a sufficient predicate for race-conscious measures. The Post-Adarand Guidance further cited examples of past Supreme Court rulings on this issue. For example, in *Hazelwood v. United States*, 433 U.S. 299 (1977), the Supreme Court stated that the "standard deviation analysis" can be used to demonstrate that a significant underrepresentation of minorities in a particular job category could be the result of a factor in the selection pro-

cess that eliminated minority candidates. The Court further stated that a "fluctuation of more than two or three standard deviations would undercut the presumption that decisions were being made randomly with regard to race." *Hazelwood*, 433 U.S. AT 311 n.17. In accordance with EEOC guidance, the standard deviation for each EEO group was gathered by obtaining the total number of FHWA employees in a particular category or selected occupation, the total FHWA number of employees of the EEO group in that particular category or selected occupation, and the total CLF percentage (both male and female) that corresponds to the particular category or selected occupation for the EEO group under analysis. This information was entered into a statistical program, which produced the number of standard deviations the subject EEO group was from the CLF. In order to assure that race is used in a manner consistent with Adarand principles, two standard deviations were used in the analysis to suggest the underrepresentation of EEO groups in the PATCOB category, as well as in FHWA's selected occupations compared to the CLF for these occupations.

The PATCOB analysis indicated an underrepresentation of White, Black, and Hispanic women in the professional category. An underrepresentation of White and Hispanic women was revealed in the administrative category. The technical category indicated an underrepresentation of White women and Asian American/Pacific Islander men. The clerical category indicated an underrepresentation of White women and Black men.

In the analysis of FHWA overall (headquarters and field), there is underrepresentation of White women in the secretary, engineer technician, realty, transportation specialists, motor carrier specialists, highway safety specialists, computer system specialists, and community planner categories; Black and Hispanic women in the engineering technician category; and Asian American/Pacific Islander men in the civil engineering category.

In the FHWA field (only) category, there exists underrepresentation of White, Black, and Hispanic women in the engineering technician category; Asian American/Pacific Islander men in the civil engineering cat-

egory; and White women in the realty, transportation specialist, motor carrier safety specialists, and highway safety specialists categories. In accordance with EEOC guidance, the national CLF was used for comparing the FHWA field (only) category.

For the **headquarters only** category, there is underrepresentation of White women in the secretary, transportation specialist, civil engineering, and community planner categories, and Black men in the secretary and transportation specialist categories. The CLF used for comparing the headquarters (only) data included only the States of Virginia and Maryland and the District of Columbia.

See Appendix B for tables comparing agency and civilian labor force data. Sections A and B below provide an analysis of the data in these tables.

A. Analysis of PATCOB Categories

The analysis of the table (see Appendix B, page 70) titled, National Distribution of EEO Groups and Comparison by PATCOB, revealed an underrepresentation in the following PATCOB categories:

		Percent	No.
PROFESSIONAL:	White Women	19.17%	277
	Black Women	2.10%	31
	Hispanic Women	0.85%	13
ADMINISTRATIVE:	White Women	14.37%	190
	Hispanic Women	1.55%	21
TECHNICAL:	White Women	4.15%	21
	Asian/Pacific Men	1.90%	10
CLERICAL:	White Women	3.09%	8

Percent= The degree of underrepresentation in the occupational category for the group compared to the CLF.
No.= The additional members of the group needed for FHWA to reach parity with the CLF.

The percentage listed is the degree of underrepresentation in the occupational category for the group compared to the CLF. The number next to the percentage denotes the additional members of the group needed for FHWA to reach parity with the CLF at its September 1997 strength for the category. For instance, in the administrative category, FHWA is 1.55 percent below the CLF for Hispanic women. To reach parity within this group at its current strength of 1,325 in Administrative positions, FHWA needs 21 additional Hispanic women.

The PATCOB analysis is particularly misleading for FHWA. This is in regard to the 277 White women needed to reach parity in the professional category and the 190 White women needed to reach parity in the administrative category. The Post-Adarand Guidance states that "it is important that agencies carefully match the job qualifications in the jobs at issue with those in the relevant applicant pool as closely as possible. It would not be sufficient for an agency to have only a general sense that its EEO profile indicated minority underrepresentation. The Agency must go through the process of comparing minority representation in the job category at issue to the relevant pool in the civilian labor force to determine whether there is a sufficient substantial disparity and, therefore, a predicate for affirmative action." The Post-Adarand Guidance further states, "An underrepresentation of minorities when compared to the general population or the general civilian labor force, however, would not be a sufficient predicate for the use of racial criteria in employment decisions when special skills or qualifications are required to perform the job."

As illustrated below, in accordance with the Post-Adarand Guidance, further analysis of EEO groups in selected occupations shows that FHWA has done well in attracting minority and women professionals.

B. Analysis of Selected Occupations

An analysis was made of the distribution of EEO groups within FHWA's selected occupations compared with the CLF for these occupations. The EEO groups analyzed included headquarters and the field, the field (only), and headquarters (only). The national differentiated CLF data for various occupational series used consisted of GS-0318 secretary, GS-0802 engineering technician, GS-0810 civil engineer, GS-1170 realty specialist, GS-2101 transportation specialist, GS-2123 motor carrier specialist, GS-2125 highway safety specialist, GS-0334 computer specialist, and GS-0020 community planner. The CLF data was used to evaluate EEO group representation in FHWA for nine of these selected occupations. In accordance with EEOC guidance, the FHWA civil engineering position was the only occupation directly compared to the CLF civil engineering occupation in the analysis of selected occupations. All other FHWA occupations were compared to the CLF PATCOB. This is because since engineers possess unique qualifications not shared by the population or profession-

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

als at large, the comparison should be between the percentage of minority engineers employed by FHWA and the percentage of minority engineers in the CLF.

The analysis revealed an underrepresentation for the following EEO groups in selected Agency occupations as of September 30, 1997. As in the PATCOB analysis, the percentage denotes the degree of underrepresentation in the selected occupations for the group compared to the CLF, and the number at the right denotes the additional representatives of the group FHWA needs to reach parity with the CLF at its September 1997 strength for the occupation. In the analysis of selected occupations for headquarters and the field, there is underrepresentation of White women in the secretary, engineering technician, realty, transportation specialist, motor carrier safety specialist, highway safety specialist, computer system specialist, and community planner categories; Black and Hispanic women in the engineering technician category; and Asian American/Pacific Islander men in civil engineering positions. For example, in the engineering technician category, FHWA is 6.60 percent below the CLF for Black women. To reach parity within this occupation at its September 1997 strength of 184 technicians, FHWA needs 12 more Black women. Similar percentages and needs are shown for the other occupations below:

National Headquarters and the Field

(see Appendix B, pages 72-73)

SECRETARY:	White women	4.94%	10
ENGINEERING:	White women	35.30%	65
TECHNICIAN:	Black women	6.60%	12
	Hispanic women	3.4%	7
CIVIL ENGINEER:	Asian American/ Pacific Islander men	1.67%	21
REALTY:	White women	25.34%	19
TRANSPORTATION SPECIALISTS:	White women	14.03%	36
MOTOR CARRIER SAFETY SPECIALISTS:	White women	17.18%	44
HIGHWAY SAFETY SPECIALISTS:	White women	28.38%	45
COMPUTER SYSTEM SPECIALIST:	White women	9.01%	8
COMMUNITY PLANNER:	White women	17.40%	17

In accordance with the two standard deviation rule, there was no underrepresentation of minorities cited in the other selected occupations for headquarters and the field. Even though this is the case, it should be noted that there are no Hispanic, Asian/Pacific, and American Indian men in the secretary category. Black, Hispanic, and Asian/Pacific women, as well as Asian/Pacific and American Indian men, are missing from the engineering technician category; American Indian women from the civil engineering category; and Hispanic women and Asian/Pacific Islanders and American Indians (both male and female) from the realty category. Further, there are no Asian/Pacific women in the motor carrier category, no Asian/Pacific women in the highway safety category, no American Indian women in the computer specialist category, and no Hispanic and American Indian women in the community planner category. The following provides some explanation for this virtual absence of minorities as it relates to the standard deviation rule.

The Post-Adarand Guidance states that standard deviation analysis is less useful with respect for smaller sample sizes, as is the case in some of these selected occupations. "In determining whether race-based remedial measures are warranted, an agency may use documentary evidence showing historical under representation (or the virtual absence) of minorities at an agency over a long period of time may gloss on an existing statistical disparity, and thus provide further support for race-based remedial action."

In the analysis of selected occupations in the FHWA field (only) category, there exists an underrepresentation of White women in the engineering technician, realty, transportation specialist, motor carrier safety specialist, and highway safety specialist categories; Black women in engineering technician positions; Hispanic women in engineering technician positions; and Asian/Pacific men in the civil engineering category. In the engineering technician category, FHWA is 3.4 percent below the CLF for Hispanic women. To reach parity within this occupation at its September 1997 strength of 184 technicians, FHWA needs 7 more Hispanic women. Similar percentages and needs for the other occupations follow:

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

FHWA Field (only)

(see Appendix B, pages 74-75)

ENGINEERING			
TECHNICIAN:	White women	35.17%	64
	Black women	6.60%	12
	Hispanic women	3.40%	7
CIVIL ENGINEERING:			
	Asian/Pacific men	2.17%	22
REALTY:			
	White women	24.27%	18
TRANSPORTATION			
SPECIALIST:	White women	19.94%	9
MOTOR CARRIER			
SAFETY SPECIALIST:	White women	17.17%	44
HIGHWAY SAFETY			
SPECIALIST:	White women	28.91%	43

As with the earlier comparison made of headquarters and the field, in this comparison of the FHWA field (only), it should be noted that there are no Black, Hispanic, Asian/Pacific, and American Indian men in the secretary category. Further, Black and Hispanic women, American Indian men, and Asian/Pacific Islanders are missing from the engineering technician category; American Indian women from the civil engineering category; Hispanic women, Asian/Pacific Islanders, and American Indians (both men and women) from the realty category; and Hispanic and American Indian women and Asian/Pacific Islanders (both men and women) from the transportation specialist category. Asian/Pacific Islander women are also missing from the motor carrier category; Hispanic and Asian/Pacific Islander women from the highway safety category; American Indian women from the computer specialist category; and Hispanic and American Indian women from the community planner category.

The Post-Adarand Guidance addresses the above situation by stating that it is feasible to use anecdotal evidence where the number of jobs at issue is so small that no reliable statistical analysis is possible, as may be the case with the FHWA field (only) category. To that effect, the Post-Adarand Guidance explains, "In those circumstances, agencies may rely on anecdotal evidence that there has been discrimination, or that there has simply been no, or exceedingly few, minority personnel despite the fact that hiring has occurred over a sustained period. This sort of evi-

dence could indicate that the absence of minority hiring is unlikely to be due solely to lack of qualified candidates, justifying race-conscious remedial action."

For headquarters (only), underrepresentation of minorities was cited for White women in the secretary, transportation specialist, civil engineering, and community planner occupations and for Black men in the secretary and transportation specialist occupations.

Headquarters (only)

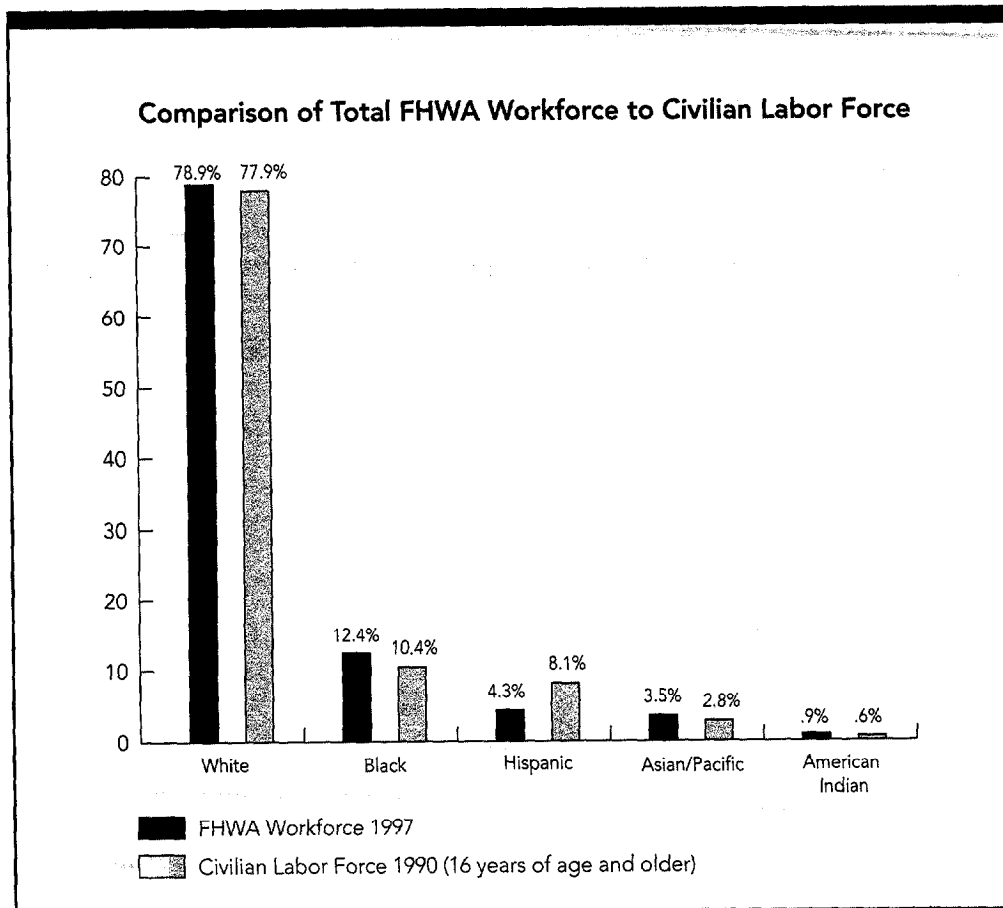
(see Appendix B, pages 76-77)

SECRETARY:	White women	15.73%	12
	Black men	7.49%	6
TRANSPORTATION			
SPECIALIST:	White women	7.49%	16
	Black men	4.90%	11
CIVIL ENGINEERING:			
	White women	1.19%	3
COMMUNITY PLANNER:			
	White women	25.00%	10

As with the earlier comparisons made of headquarters and the field, and the FHWA field (only), for headquarters (only) there are no Hispanic men and no Asian/Pacific Islanders or American Indians represented in the secretary category. Moreover, no representation of Blacks, Hispanics, American Indians, and Asian/Pacific Islanders is to be found in the engineering technician category; and no Hispanic and American Indian women in the civil engineering category. Blacks, Hispanics, American Indians, and Asian/Pacific Islanders are missing from the realty category; American Indian men from the transportation specialist category; Hispanics, Asian/Pacific Islanders, and American Indians from the highway safety category; as well as Black men, Hispanics, and American Indians from the computer specialist category. Further, Hispanics and American Indians are absent from the community planner category.

The sample sizes for the headquarters (only) category ranged from 230 civil engineers to 3 engineering technicians.

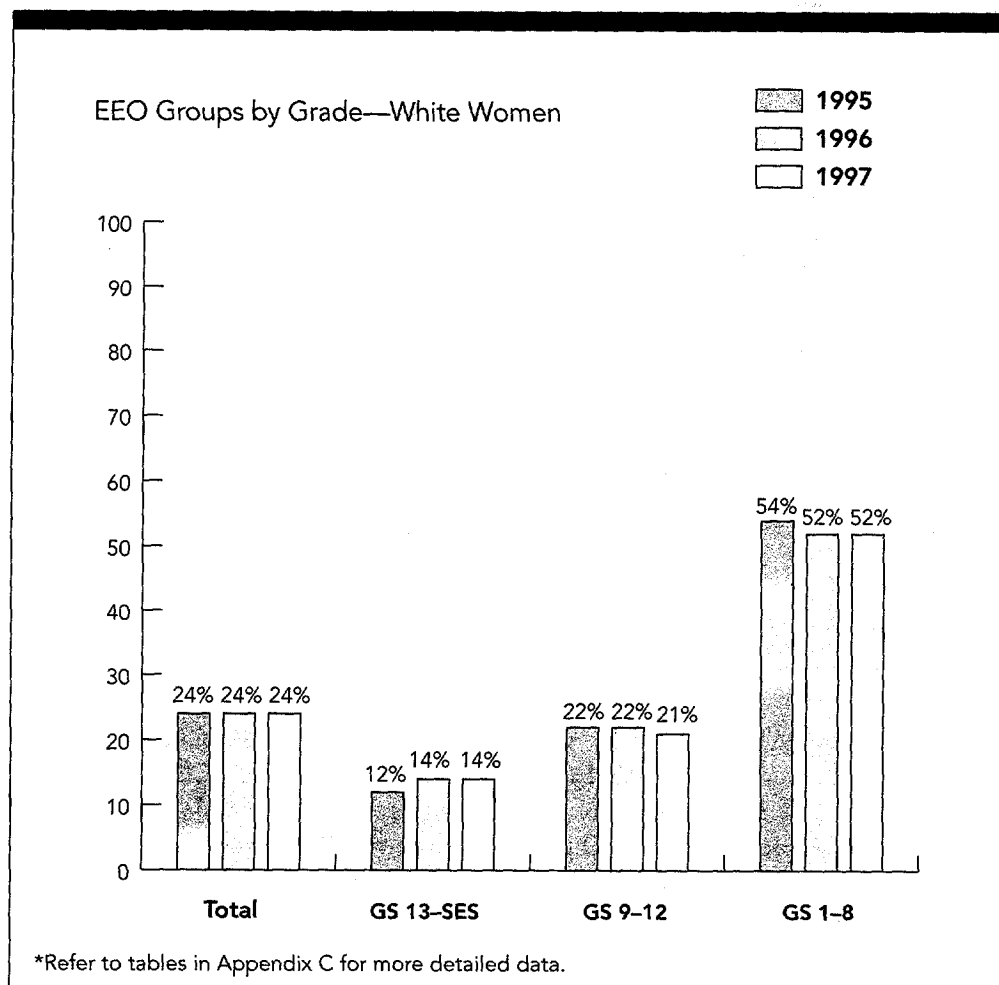
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A comparison by PATCOB of the FHWA workforce to that of the 1990 CLF was also done. The comparison shows that FHWA has done very well in exceeding the CLF workforce percentages. There is reason for optimism about the progress FHWA has made in exceeding parity with the CLF. However, one EEO group is not achieving parity with the CLF, let alone exceeding it. Even though the analysis of the FHWA EEO groups did not indicate a significant underrepresentation of Hispanics in many of the selected occupations, they are the only underrepresented group in FHWA.

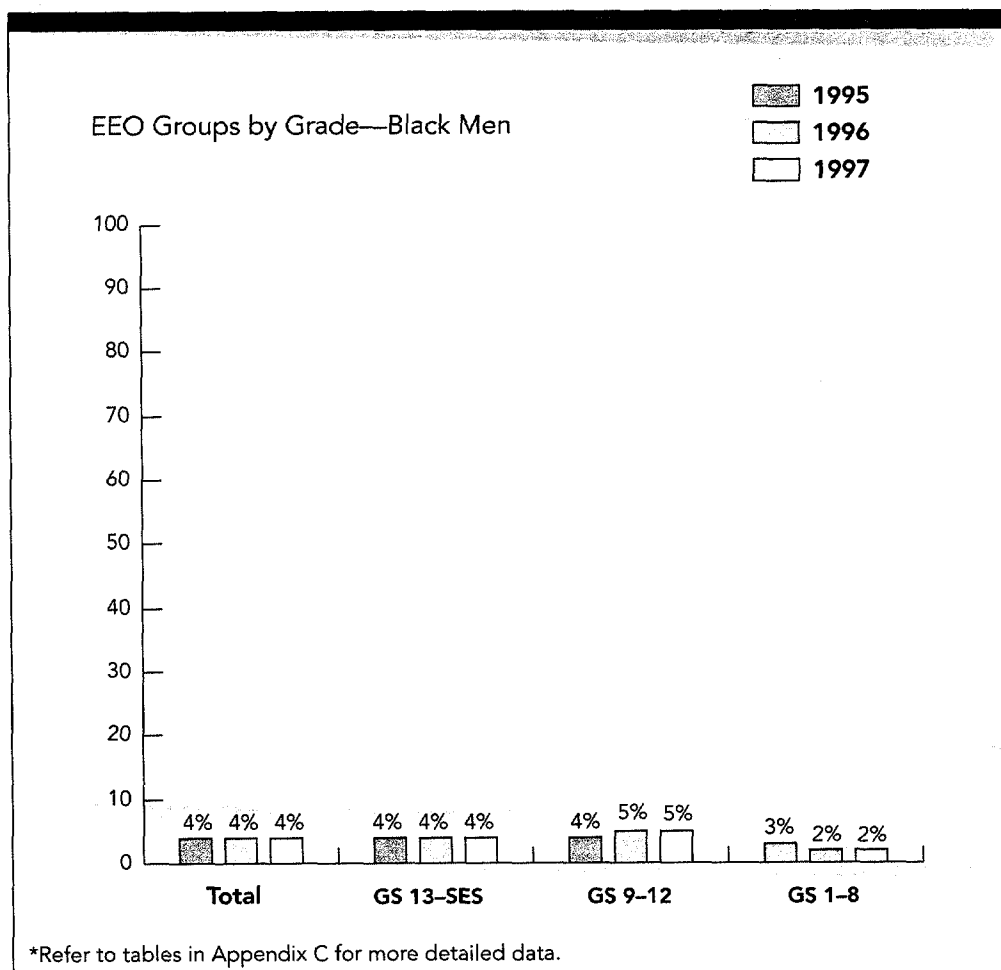
C. Analysis of EEO Groups by Grade

The following charts present the representation of EEO groups by grade within the Agency for the years 1995 through 1997 (refer to tables in Appendix C, pages 78-81, for more detailed data). Generally, representation of EEO groups in upper-level jobs increased during this period. A brief analysis for each group follows.



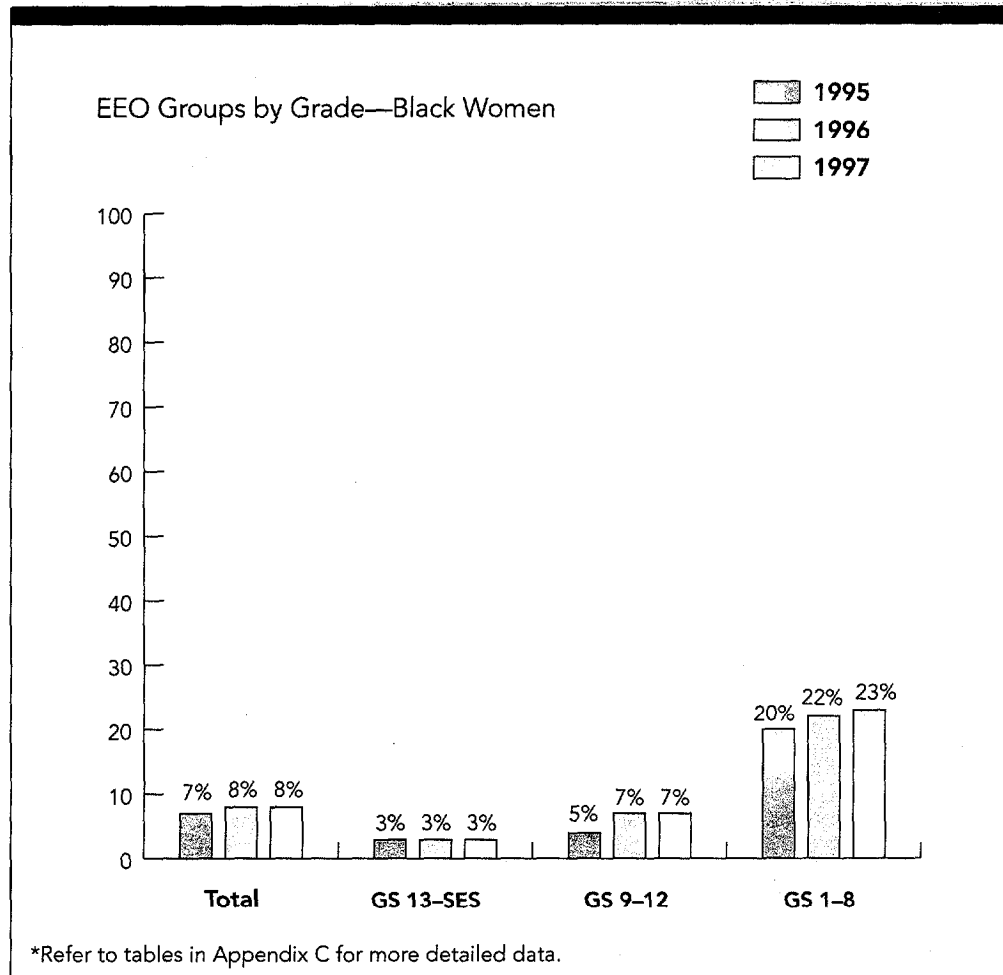
White Women remain underrepresented at the upper-level jobs (GS-13-SES) relative to their percentage of the Agency's workforce, but the gap is closing. Overall, White women remained constant at 24 percent of FHWA's workforce from FY 95 to FY 97. White women increased from 12 percent to 14 percent in upper-level positions and from 16 percent to 20 percent in SES positions during this period.

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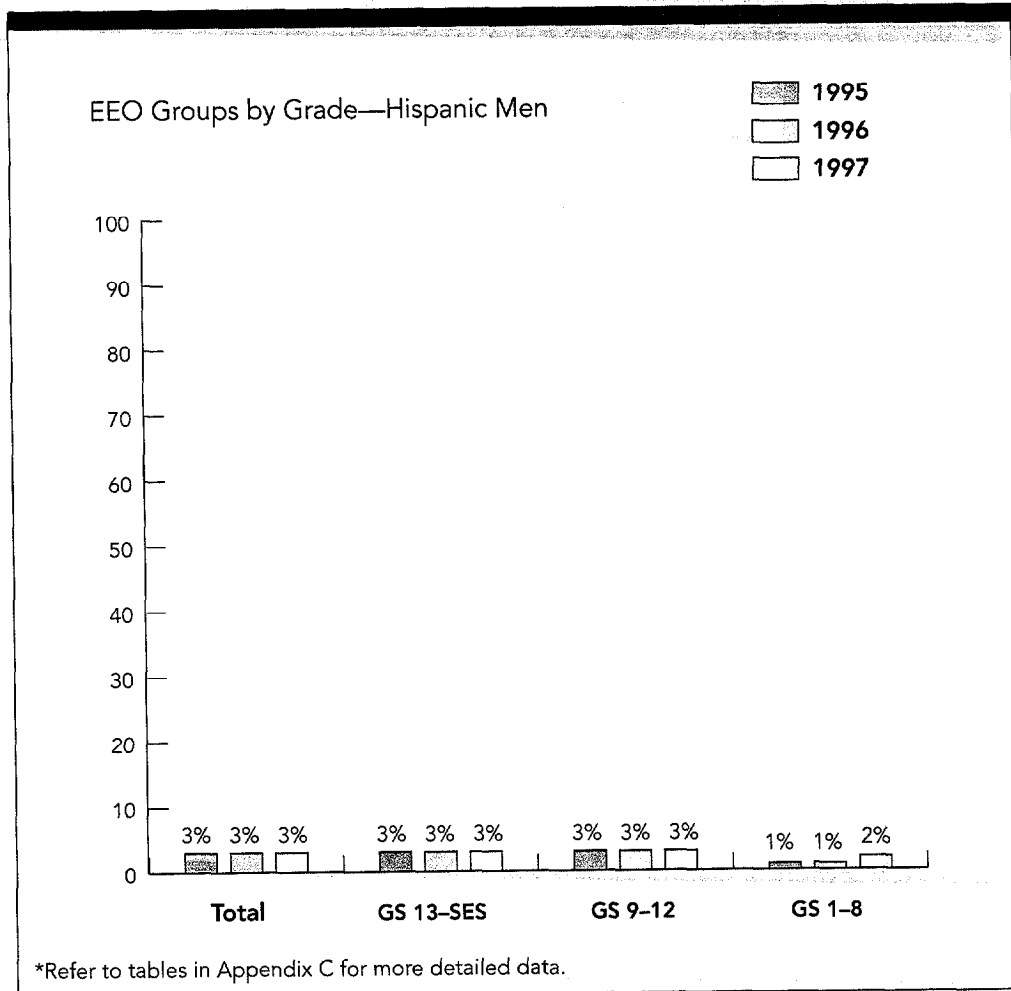
Black Men remained at about 4 percent of the workforce from FY 95 to FY 97. Their numbers in upper-level positions increased slightly in this period, from 60 to 67. One decrease that should be noted is that there were 16 Black men at the GS-14 level in FY 96 and only 11 at that level in FY 97. The numbers at the GS-15 and SES levels remained constant during this period.

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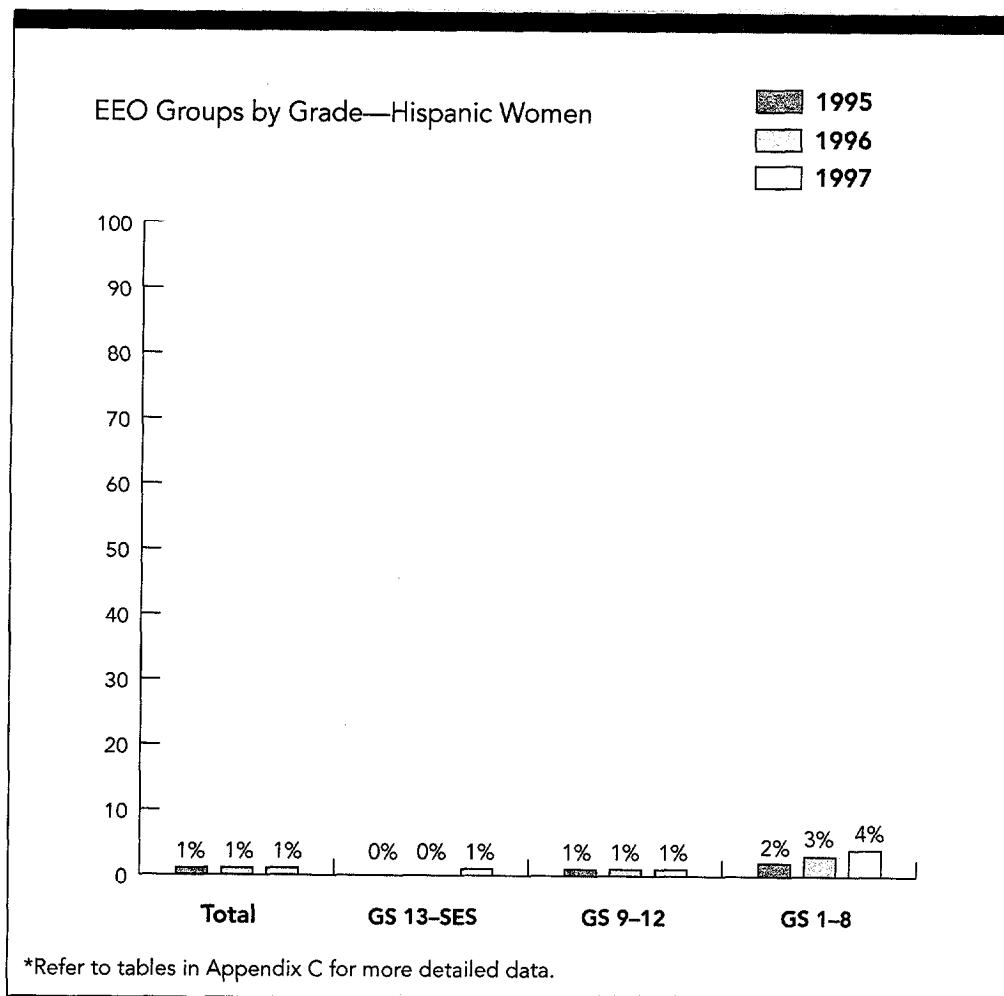
Black Women increased from 7 to 8 percent from FY 95 to FY 97, but in the upper-level jobs (GS-13-SES) they remain below their representation in the workforce. The number of Black women in upper-level positions increased from 40 to 52 from FY 95 to FY 97, and the number at the SES level increased from 1 to 3.

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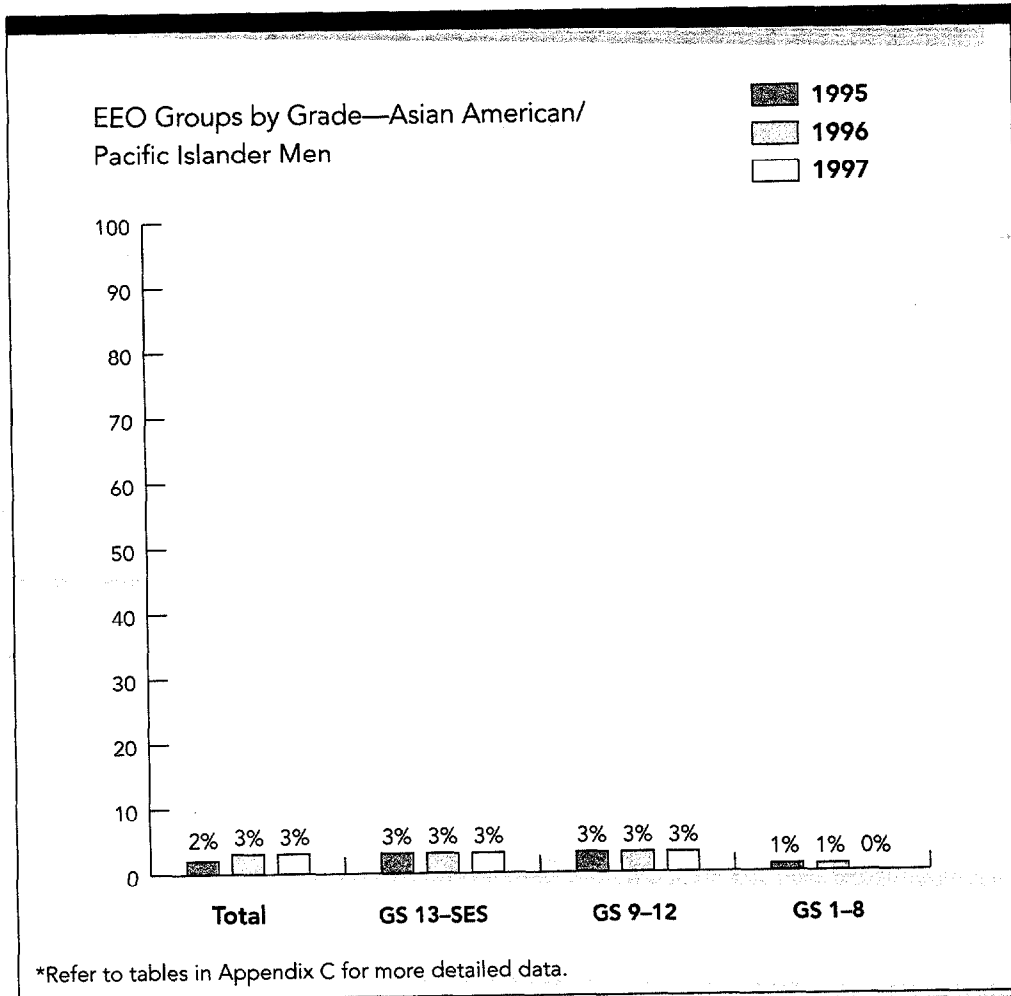
Hispanic Men increased from 100 to 106 during the period from FY 95 to FY 97. The number of Hispanic men in upper-level positions has increased from 47 to 49. Hispanic men remain underrepresented at the SES level.

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003



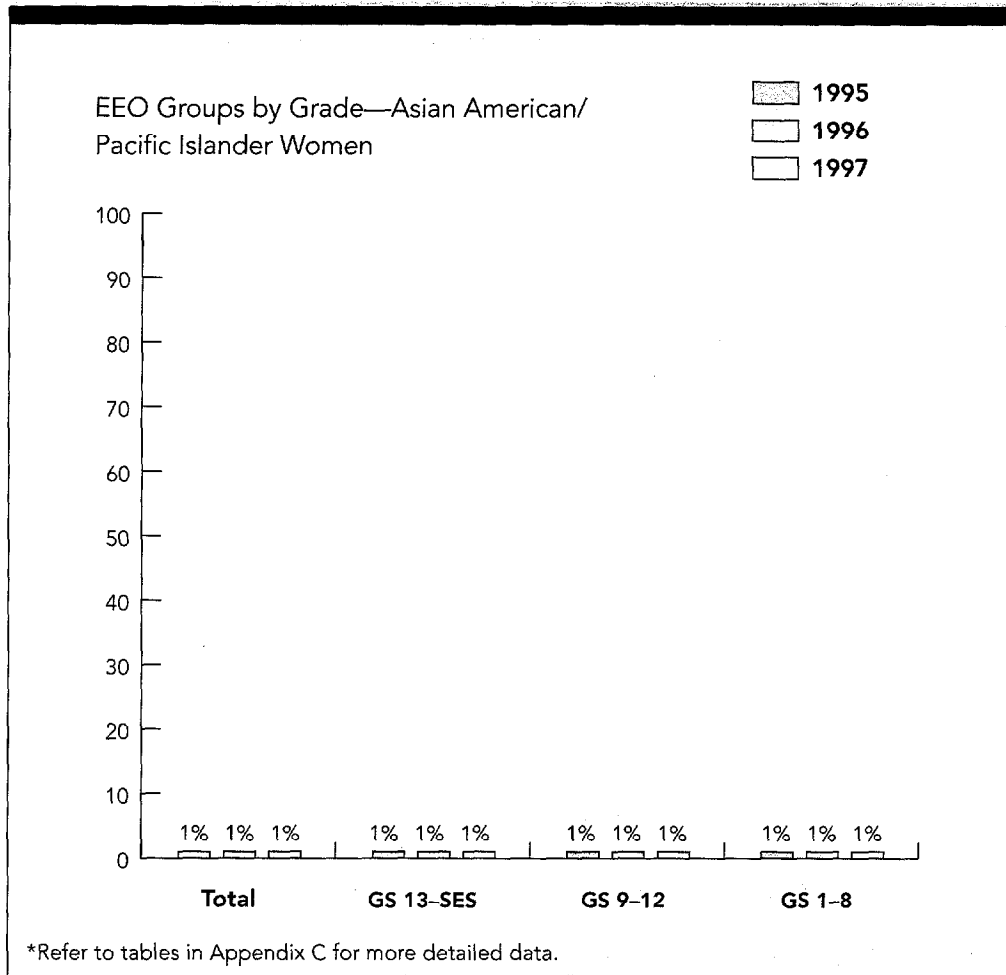
Hispanic Women increased from 29 to 47 between FY 95 and FY 97. The number of Hispanic women in upper-level positions has increased from 5 to 9. However, Hispanic women remain absent from the GS-14, GS-15, and SES levels.

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003



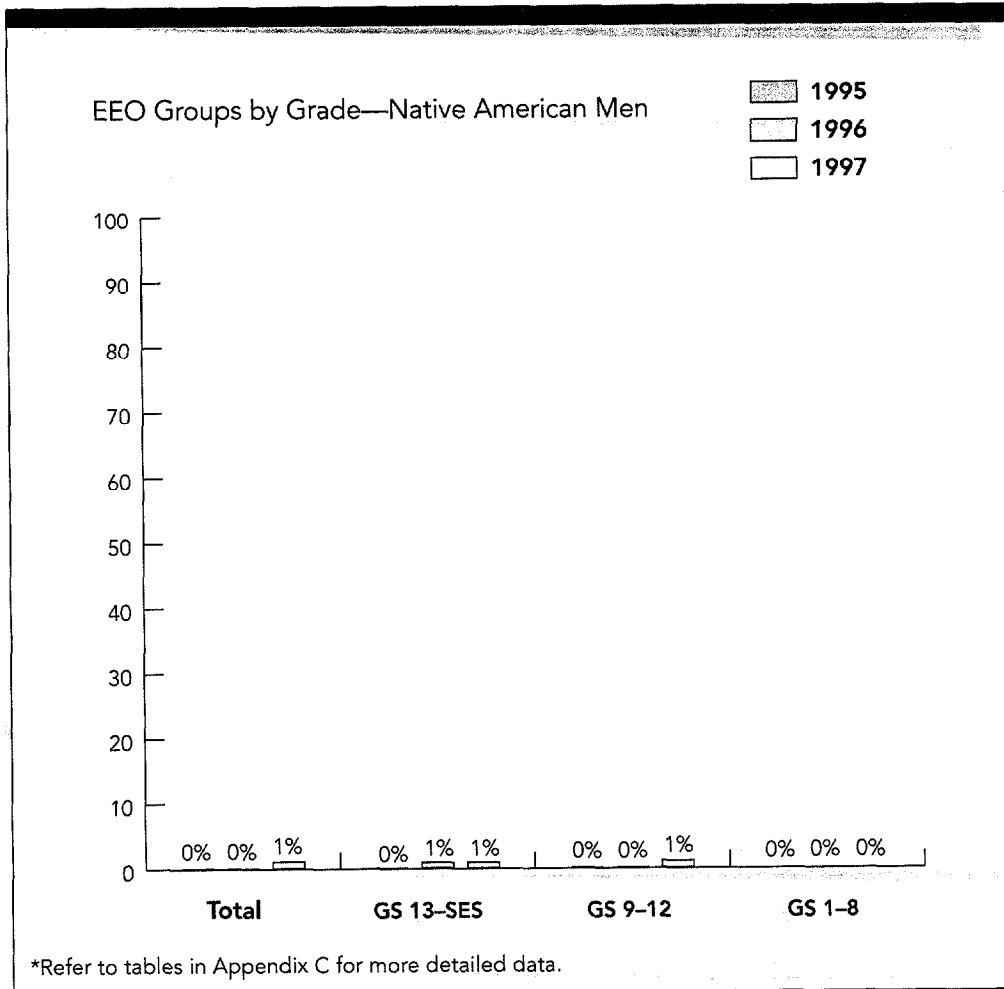
Asian American/Pacific Islander Men increased from 88 to 92 from FY 95 to FY 97, with upper-level positions increasing from 44 to 47 and SES positions increasing from 1 to 2.

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003



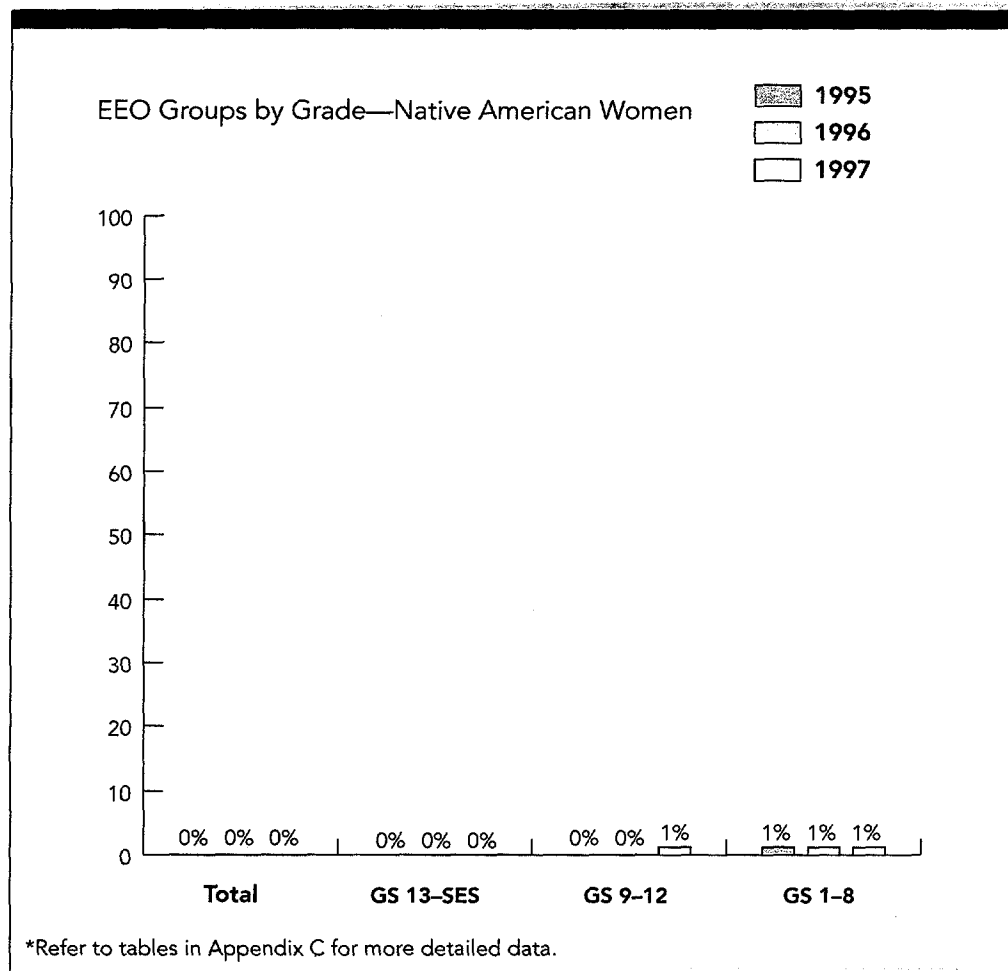
Asian American/Pacific Islander Women decreased from 37 to 35 during the FY 95 to FY 97 period, but upper-level positions increased from 11 to 13. Asian American/Pacific Islander women remain underrepresented at the GS-15 and SES levels.

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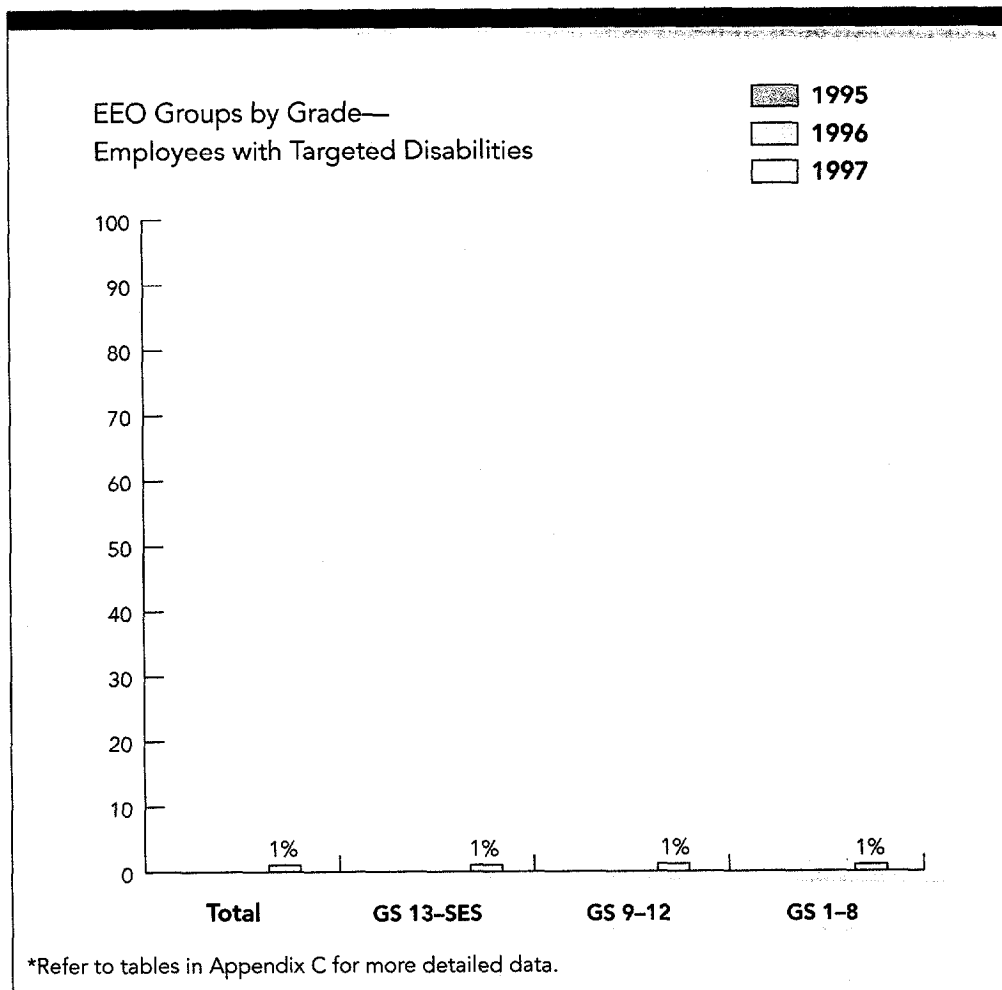
Native American Men increased from 14 to 18 during this period, with an increase from 6 to 8 in upper-level positions. Native American men are absent at the SES level.

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003



Native American Women decreased from 14 to 13 during this period, with upper-level positions decreasing from 2 to 1. Native American women remain underrepresented at the GS-14, GS-15, and SES levels.

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003



Employees with Targeted Disabilities. Employees with targeted disabilities make up a small percentage of the workforce and are absent from the GS-15 and SES levels.

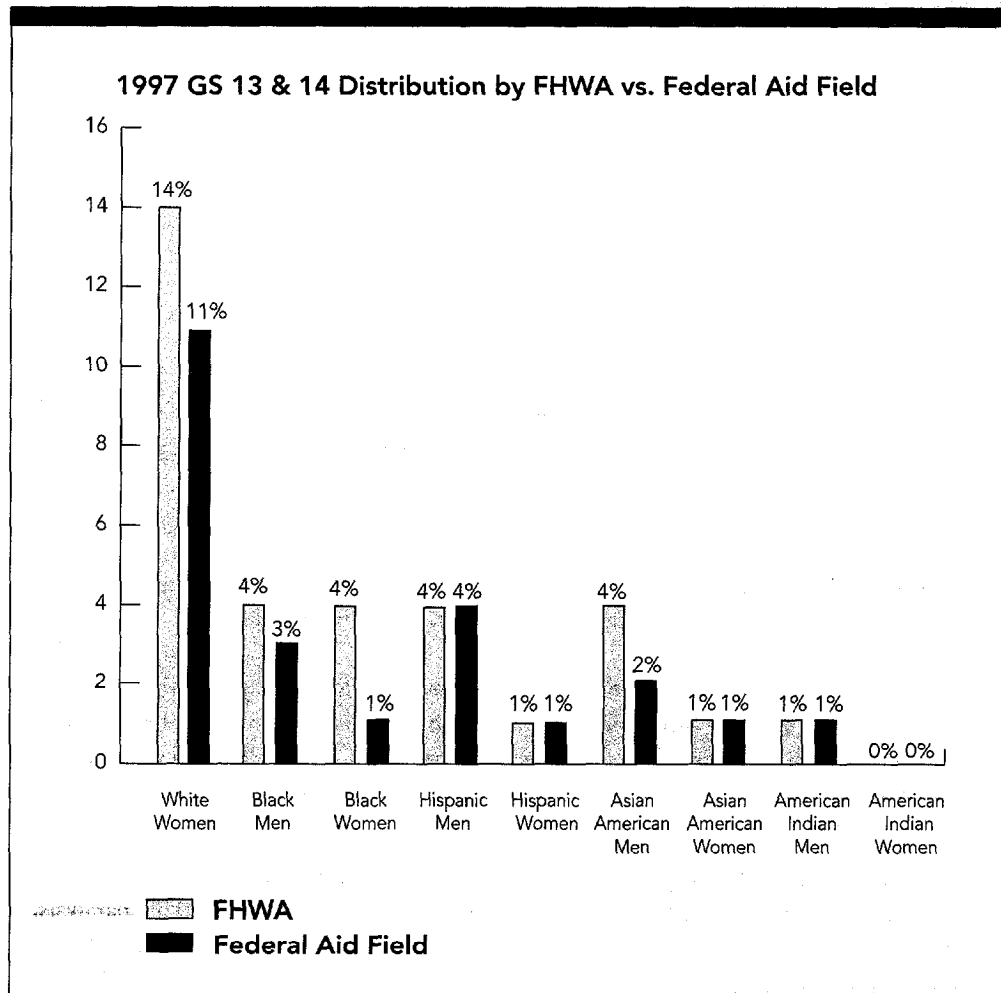
The data above are for employees with *targeted disabilities*. Employees may identify themselves as having a disability requiring accommodation although their disability may not fit into the definition of targeted disabilities. The *Affirmative Employment Plan for the Hiring, Placement, and Advancement of Individuals with Disabilities*, produced annually by the Office of Human Resources, defines targeted disabilities as follows:

Disabilities targeted for emphasis in a comprehensive affirmative employment program. The disabilities are as follows: deafness, blindness, missing extremities, partial paralysis, complete paralysis, convulsive disorders, mental retardation, mental illness, and distortion of limbs and/or spine. Reference EEOC Management Directive 713, dated October 6, 1987.

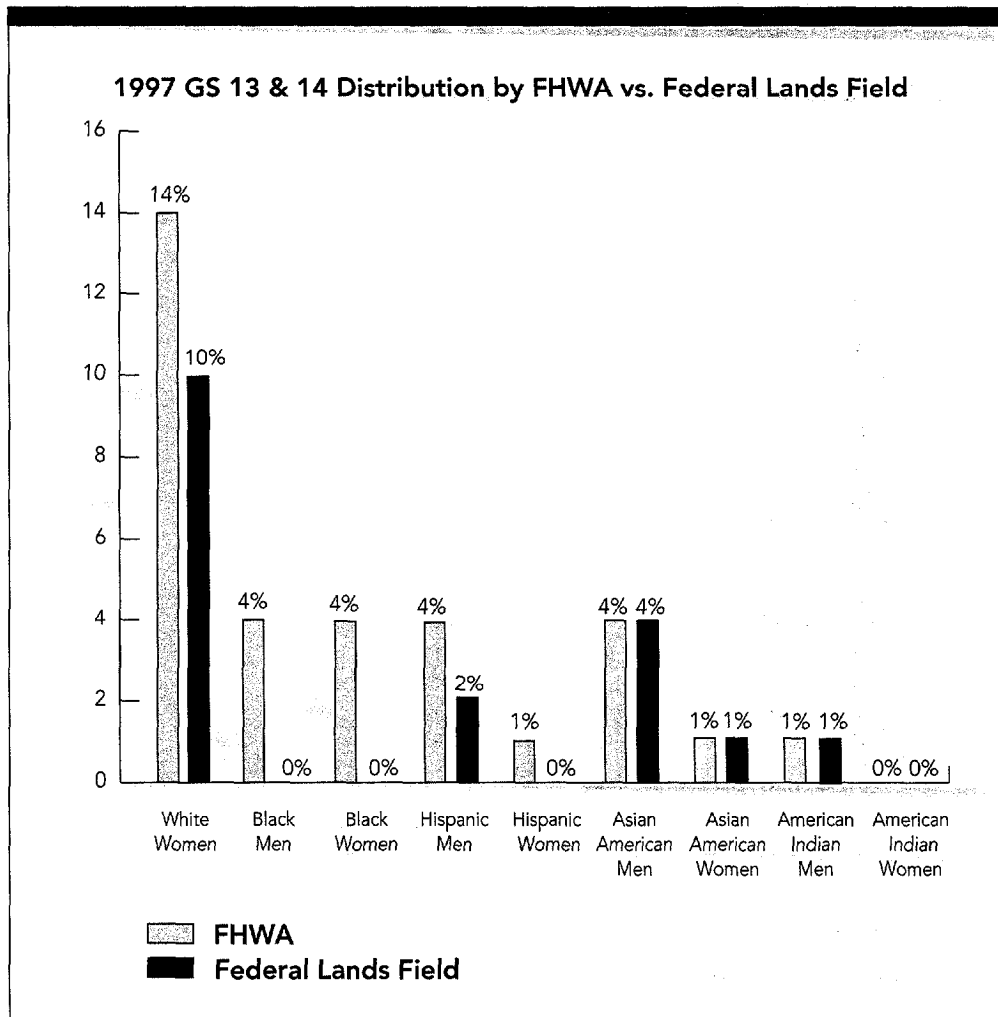
D. Analysis of EEO Groups in Key Positions

The underrepresentation of women and minorities in key positions that eventually lead to leadership positions was recognized in the 1988-1992 and 1996-1998 MYAEP Plans. The underrepresentation of those EEO groups is a major finding in this Plan also. Field experience is desirable for most, if not all, leadership positions in the Agency. The charts below clearly show that women and minori-

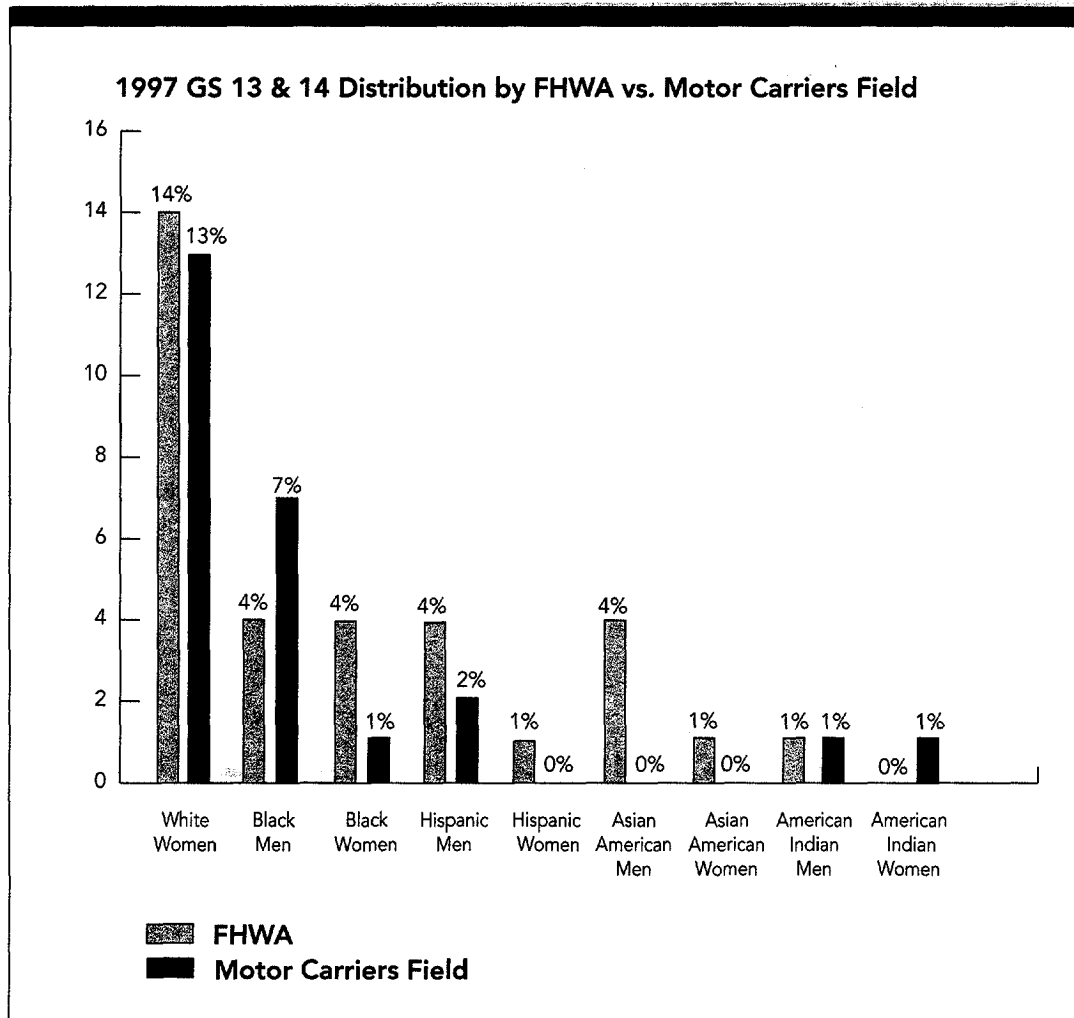
ties are underrepresented in field positions. It is essential that selecting officials be made aware of the underrepresentation so they can take it into consideration in their personnel decisions. It is strongly recommended that all selecting officials be briefed on the need to consider employees in the underrepresented groups (refer to tables in Appendix D, pages 82-83, for more detailed data).



MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003



MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003



III. Discrimination Complaints

The Department of Transportation reorganized its civil rights program in 1994, transferring authority for the formal internal discrimination complaint process to the Departmental Office of Civil Rights (DOCR). Under DOT Order 1100.60A, Section 1.45, the modal administrators retained the responsibility for the EEO counseling program, which involves resolving informal allegations of discrimination through counseling or alternative dispute resolution. This section provides statistics on complaints that have been filed and examines how FHWA handles complaints.

Filing a Formal Complaint

Under the reorganization a formal complaint should be filed with the DOCR office responsible for the geographical area where the alleged discrimination occurred. The complaint must contain a signed statement from the person claiming to be aggrieved or that person's attorney representative. If the representative is not an attorney, then he or she cannot sign the complaint. Only the complainant would be able to sign the complaint document. The statement must be sufficiently precise to identify the aggrieved individual and the modal administrator alleged to have discriminated against the complainant and describe the action or practice that forms the basis of the complaint. The complaint must also contain a telephone number and address where the complainant or representatives can be contacted. Attachments to the complaint are considered a part of the complaint document.

FHWA EEO Complaint Process

The FHWA counseling process consists of informal resolution of allegations brought by an employee, former employee, or applicant for employment. The EEOC, as lead agency in the implementation of the Federal EEO Program under Title VII of the Civil Rights Act of 1964, requires (29 C.F.R. 1614) that a complainant must contact an EEO counselor within 45 calendar days of the date the alleged discriminatory event occurred. In some circumstances, FHWA may extend the 45-day limit for timely contact by individuals for inclusion in the counseling pro-

cess. The complainants may select any counselor of their choice, and have the right to anonymity during the counseling phase of the complaint process unless they waive that right. The aggrieved person has the right to representation throughout the complaint process, including the counseling stage.

Informal counseling must be completed within 30 calendar days unless both parties agree in writing to an extension of not more than 60 calendar days. The complainant cannot file a formal complaint until the EEO counselor has had an opportunity to resolve the matter. During the initial interview, the counselor asks the aggrieved person to explain his or her allegation on the matter. The counselor also asks how the complainant wants the matter resolved. It is important to realize, however, that the counselor does not represent the complainant or management in the resolution process.

EEO Counselor

Proper EEO counseling is a vital element of the Federal system for processing and resolving the EEO concerns of employees and applicants for employment in the Federal sector. The Administrator is responsible for administering the EEO counseling functions.

The counselor is a neutral party whose function is to attempt informal resolution and to provide accurate information regarding the complaint process and the rights of aggrieved parties and management. The counselor contacts the management official who can resolve the matter and if appropriate may ask the management official to make a resolution offer. The counselor attempts to negotiate an agreement between the aggrieved person and the management official. During the process, the counselor may choose to interview witnesses and review records. The counselor shall attempt to hold the final interview within 30 calendar days of the date the matter was brought to his or her attention. Although counseling may continue beyond the 30th day (if the time period was extended by mutual consent of the aggrieved party and the management official), the aggrieved person does have the right to file a formal complaint on or after the 30th day.

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

If the matter has not been informally resolved by the conclusion of the counseling period, the complainant will be informed in writing of the right to file a discrimination complaint. If the individual wishes to file a complaint at the conclusion of counseling, he or she must file in writing within 15 calendar days of the receipt of the EEO counselor's Notice of Right to File a Discrimination Complaint. Only issues raised at the counseling stage (or matters like or related to those issues) may be the subject of the formal complaint.

Public information regarding the complaint process and how to file a complaint of discrimination has either been limited or not available, except in a few areas. However, it appears that this problem is being remedied. An informational brochure has been printed outlining the policy of the Federal government in prohibiting discrimination and providing the names and phone numbers of FHWA EEO counselors.

Complaint Activity

Pre-Complaint Counseling

In the Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints for fiscal years 1995, 1996, and 1997, which DOCR compiles for submission to the EEOC, the following data was provided for FHWA:

	FY 95	FY 96	FY 97
Number counseled within 30 days	23	15	20
Number counseled within 60 days (with extension)	0	1	0

	FY 95	FY 96	FY 97
Number of counselors on September 30	30	28	27

Although the number of counselors has remained relatively constant, there are no minimum qualifications for counselors and no visible effort to recruit highly qualified counselors. The counselor is arguably the most important aspect of the EEOC process. The counselor is the first EEOC representative that the complainant sees and it is important that they be qualified and well trained. To this end, the Civil Rights SBU has begun a process to provide training for EEO counselors approximately once a year.

Formal Complaints

The DOCR reported on the following FHWA formal complaint processing activity for FY 96 and FY 97:

	FY 96	FY 97
New cases accepted	9	10
Cases moved to appeal status	4	4
Cases moving into a pending hearing status	0	3
Investigations completed	15	13
Cases closed	14	13
Final Agency decisions completed	6	7

The FY 96 complaint activity includes action on some cases opened in previous fiscal years and processed in FY 96, and some cases that continue to be processed in FY 97.

The complaint activity is further explained as follows:

Year	Total*	Issues
FY 97	10	1 award 1 disciplinary action 1 evaluation/appraisal 5 harassment 3 promotion/nonselection 1 reassignment 2 training
FY 96	9	1 disciplinary action/ suspension 1 equal pay act violation 1 evaluation/appraisal 5 promotion/nonselection 1 sexual harassment
FY 95	20	6 disciplinary action 2 evaluation/appraisal 1 harassment 12 promotion/nonselection 1 proposed termination 1 retirement 1 terms/conditions of employment

*A complaint may have more than one issue.

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

The total number of FHWA formal complaints are provided as follows:

FY 97	10 complaints filed
FY 96	9 complaints filed
FY 95	20 complaints filed
FY 94	13 complaints filed
FY 93	12 complaints filed
FY 92	5 complaints filed

There has been an increase in the number of complaints every year except FY 96. Most complaints in FY 97 involved harassment. This problem is one that may continue to grow as our workforce becomes increasingly diverse. One solution would be to provide training for supervisors on avoiding harassment.

IV. Recruitment and Hiring

In our analysis of the Agency's recruitment and hiring activities, we examined phases of personnel practices and policies as they relate to recruitment and hiring. It is noted throughout this section that an underrepresentation and/or conspicuous absence of certain minority groups exists throughout the Agency.

Each year the Office of Human Resources distributes the FHWA Recruitment Plan. The Recruitment Plan serves as the Federal Equal Employment Opportunity Recruitment Program (FEORP) Plan and Report. The FEORP emphasizes continued partnerships and increased communication with the professional and academic communities. Specifically, the plan and report outlines recruitment objectives, methods for recruitment, outreach efforts, identification of recruiters, SES recruitment efforts, and Employment of Persons with Disabilities recruitment efforts. In addition, the plan incorporates the MYAEP, recruitment activities and conferences, and recruitment under the Career Training Programs.

External Recruitment Sources and Strategies

External recruitment sources generally include circulation of job announcements to the Federal Job Opportunity Bulletin Board (FJOB) at the Office of Personnel Management, placement of ads in local and nationwide newspapers, and an active relationship with key associations and professional groups such as the Historically Black Colleges and Universities (HBCU), the Society of Hispanic Professional Engineers (SHPE), Hispanic Association of Colleges and Universities (HACU), the Hispanic Serving Institutions (HSI), Organization of Chinese Americans (OCA), the American Indian Science and Engineering Society (AISES), and the Society of Women Engineers (SWE).

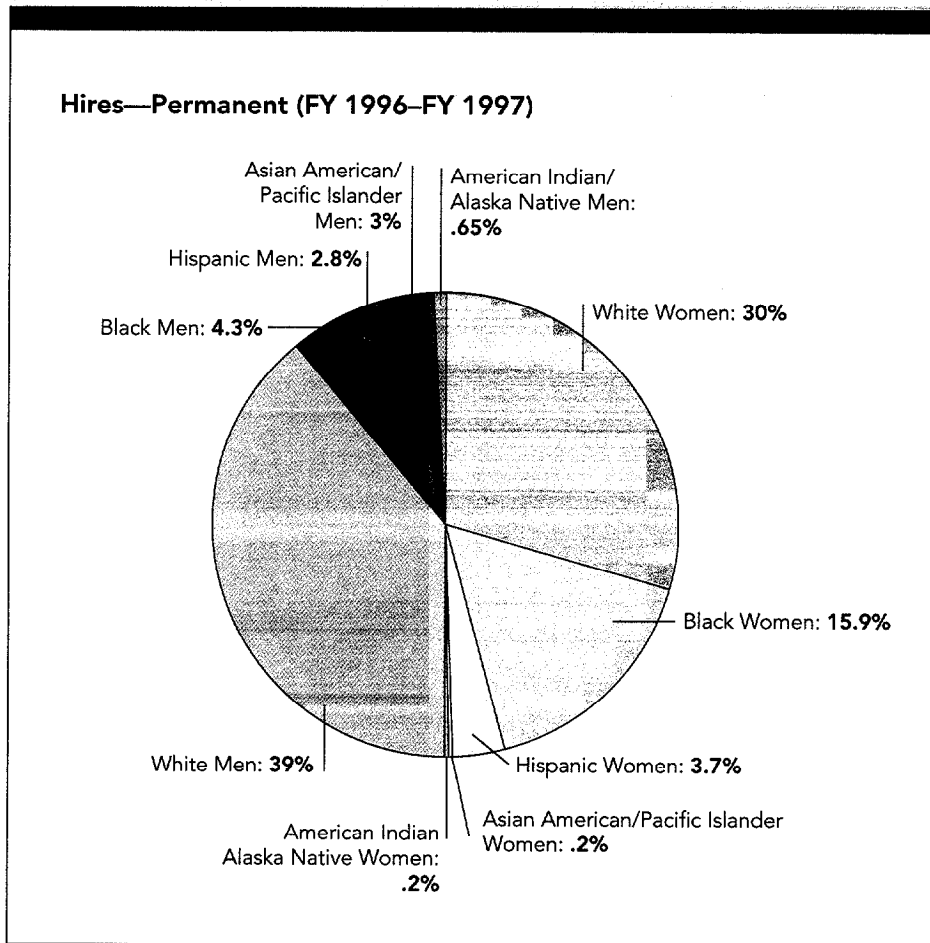
Internal Recruitment Sources and Strategies

Most trainee, mid-level, and senior level positions in the Agency are filled through merit promotion procedures. Upward Mobility and Merit Promotion programs are currently the most effective methods for internal advancement of appropriate EEO groups. The Upward Mobility program provides a means for employees lacking some requirements to enter mainstream occupations having greater promotional potential. Career advancement to career ladder positions typically occurs through the advertisement of vacancies via the merit promotion plan. In FY 97, approximately 56 percent (287) of FHWA employees who received promotions were minorities and women, as compared to FY 96, when 31 percent (154) of FHWA employees who received promotions were minorities and women.

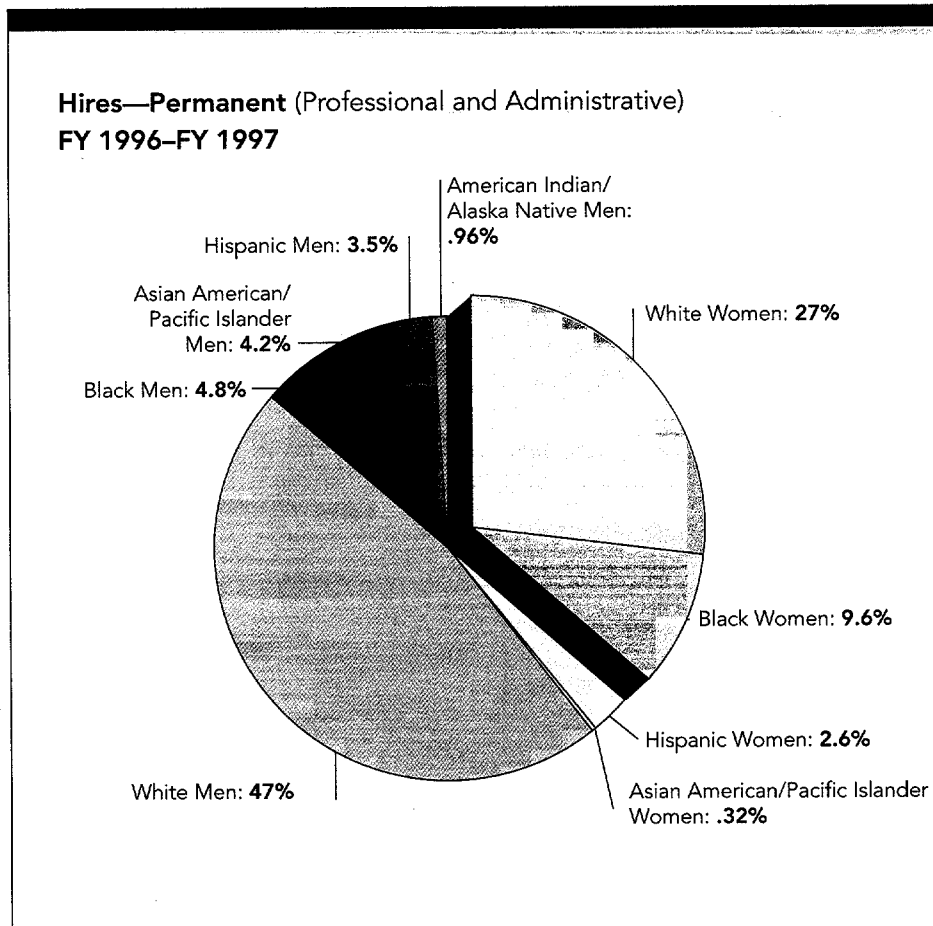
Permanent Hires

In FY 1997 permanent hires from outside sources decreased to 189 hires from 271 hires in FY 1996. The number of White women decreased to 91 hires (48 percent) from 139 hires (51 percent) in FY 1996.

It was noted in the FY 1996-1998 Multi-Year Affirmative Employment Program Plan that the Agency needed to hire 115 White women in various occupations to reach parity with the CLF. A total of 136 White women were hired in Fiscal Years 1996 and 1997. However, 146 White women left the Agency during these 2 years (refer to Chapter VII).



In FY 1997, FHWA hired a total of 189 individuals from outside the Agency. Part of this effort included 31 hires under the Career Training Program. Agency-wide, 109 (57 percent) of the total hires in FY 1997 were minorities and/or women, as compared to FY 1996, when 171 (63 percent) of the total hires were minorities and/or women.



In 1997 the recruitment of professional and administrative occupations decreased to 129 from 183 in FY 1996.

The 1996–1998 MYAEPP indicated that in order to reach parity in several professional and administrative positions, the Agency would need to hire 88 women (74 White women, 4 Black women, 7 Hispanic women, and 3 Asian/Pacific women). In FY 1996 and FY 1997, a total of 84 White women were hired in professional and administrative positions.

Recruitment of Employees with Disabilities

FY	Total	Minority Men	Minority Women	White Men	White Women
1996	12	2	5	4	1
1997	11	0	0	6	5

Over the last 2 years a total of 23 employees with disabilities were hired, which constitutes 4.6 percent of the total permanent hires in FY 1996 and FY 1997.

Recruitment for Career Training Programs

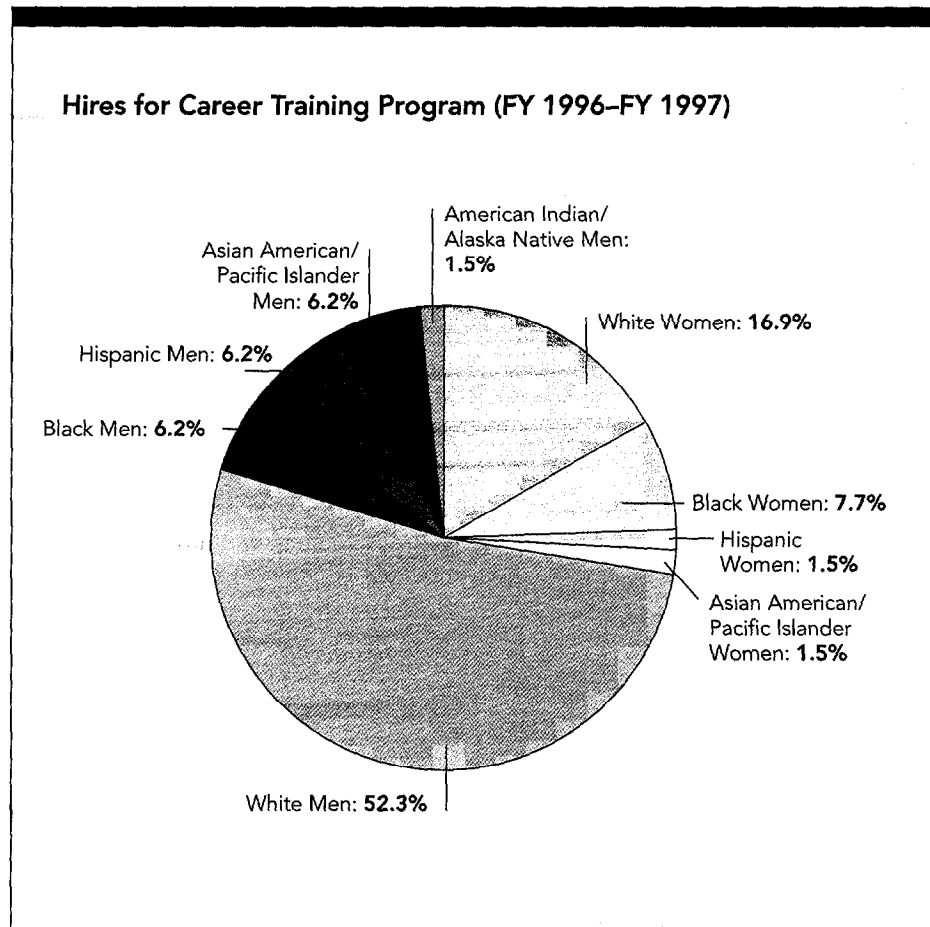
The FHWA offers a number of career training programs through which entry-level professional and administrative employees are prepared for transportation careers in key occupations nationwide, including highway engineer, structural engineer, transportation planner, transportation specialist, environmental protection specialist, right-of-way specialist, civil rights specialist, financial manager/financial specialist, and motor carrier specialist. The number of hires for these programs varies each year depending on anticipated losses in the occupational group. The Highway Engineering Training Program (HETP) is the only program for which there has been hiring each year. In FY 1996 and FY 1997, 65 people were hired under the

HETP, with minorities and women representing 48 percent of those hired.

FHWA recognizes the critical need for ensuring the diversity of its workforce at the entry level. Thus, recruiting for FHWA's Career Training Programs is managed by the FHWA Human Resource Centers located in Atlanta, Georgia, and Denver, Colorado. This enables the Agency to place a strong emphasis on affirmative hiring and actions that promote diversity. Beginning in FY 2000, the Career Training Programs will be redesigned and known as the FHWA Professional Development Program.

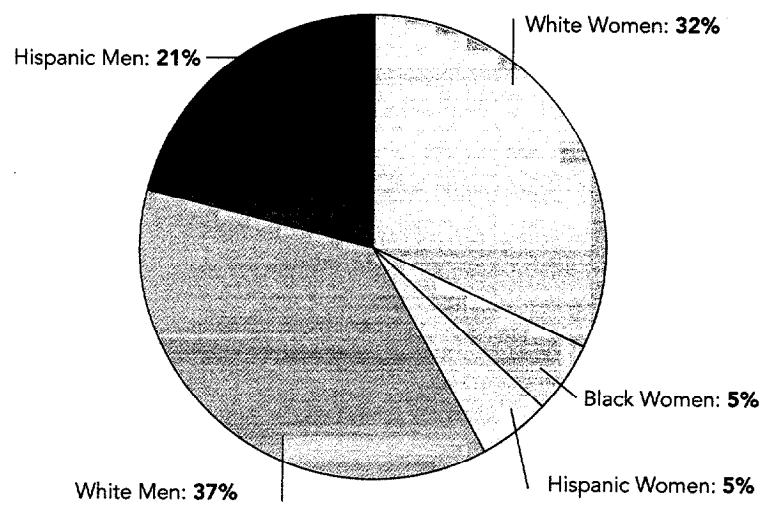
Cooperative education programs are used in FHWA field offices to attract candidates for B.S. or advanced civil engineering degrees. These programs will provide the Agency with additional sources of diverse candidates for future career training programs.

The following charts reflect the number of participants and demographics for the Career Training Programs.



The Career Training Program includes the 24-month HETP, 18-month Transportation Planning/Traffic Management Program, Highway Materials Training Programs, and the Right-of-Way Training Program. The 1997 hires under the Career Training Program added up to 31 (16 percent) of the total hires in FHWA. Forty-eight percent of the hires under the Career Training Program were minorities and/or women.

Hires for Motor Carrier Training Academy Program (FY 1997)



The 1997 hires under the Motor Carrier Training Academy Program comprised 19 (10 percent) of the total hires in FHWA. Sixty-three percent of these hires in 1997 were minorities and/or women. There were no hires under this program in 1995 and 1996.

Hires for Student Career Employment Program (FY 1997)

Program	Occupation	EEO Groups
Student Employment Program (Co-op)	Federal Aid Civil Engineer, 0899 Community Planner, 0099 Financial Specialist, 0599	1 Hispanic Woman, 1 Hispanic Man 1 Black Woman 1 Black Man, 1 White Woman
	Federal Lands Highway Civil Engineer, 0899	5 White Men, 3 White Women, 1 Hispanic Man

In FY 1997 a total of 14 students were hired under the Student Career Employment Program, of which 9 (64 percent) were minorities and/or women.

Welfare-to-Work Program

On March 8, 1997, President Clinton directed Federal agencies to provide Government employment for welfare recipients. Under the auspices of a Departmental Welfare to Work Program, FHWA hired 32 welfare recipients nationwide by the end of FY 1998, exceeding its original goal of 30. To identify welfare candidates for positions, the Agency established linkages at local levels with the Department of Labor, Federal Executive Boards, and State and local employment offices. While the majority of welfare recipients are hired as worker trainees, other appointment authorities are being identified as appropriate. FHWA will continue to examine its vacancies, at all levels, to see if opportunities exist for hiring qualified persons who are receiving welfare.

Educational Outreach Activities*

FHWA is involved in a number of initiatives to identify and attract diverse groups to careers in transportation, including the **Garrett A. Morgan Technology and Transportation Futures (GAMTTF) Program**.

The GAMTTF Program is designed to (1) improve students' science and technology skills, (2) strengthen the links between the transportation sector and community colleges, junior colleges, and technical schools, (3) expand

transportation programs at undergraduate and graduate institutions, and (4) promote continuing education programs for transportation professionals.

FHWA's educational outreach activities support the objectives of the GAMTTF Program. These activities include the following programs:

1. Transportation and Civil Engineering (TRAC) Careers

The TRAC program is sponsored by the American Association of State Highway and Transportation Officials (AASHTO), professional engineering societies, and minority and educational institutions. It is part of a partnership effort between FHWA and AASHTO that is designed to improve the diversity of the transportation profession.

The TRAC program aims to increase awareness among high school students, their parents, and their teachers about transportation and civil engineering careers. This is done by providing students and math and science teachers with an innovative kit of curriculum-relevant teacher aids and a mobile laboratory known as the Transportation Research Activities Center (TRAC). In addition, a national electronic bulletin board system gives high school students access to a wealth of information about transportation and engineering.

The TRAC program ran as a pilot project from 1991 to 1995 in California, Florida, Maryland, New York, Pennsylvania, and Washington. It was then launched as a national program in the spring of 1995 with the full endorsement of the AASHTO Board of Directors. The program is now in 20 additional States, as well as Puerto Rico, the U.S. Virgin Islands, and South Africa.

*The information for the programs detailed in this section is as of September 30, 1998.

2. DOT Summer Transportation Internship Program for Diverse Groups (STIPDG)

The STIPDG is jointly sponsored by FHWA, Federal Transit Administration, Research and Special Programs Administration, and Federal Railroad Administration. It is administered by colleges, universities, and related associations such as Morgan State University (MSU), HACU, OCA, and National Association of Equal Opportunity and Higher Education. FHWA chairs the advisory committee and contributes approximately two-thirds of the funds.

The internship program is designed to attract and promote the entry of minorities, women, and persons with disabilities into transportation fields where these groups are underrepresented. The program offers 20 college students a 10-week agenda of research, work experience, and on-site visits to introduce them to many aspects of the complex field of transportation. Applicants must have completed their freshman year of studies and must be currently enrolled in a degree-granting program (associate or baccalaureate) at the undergraduate level at an accredited institution of higher learning. Applicants must possess a minimum grade point average of 2.5 or equivalent.

3. TransTech Academy Program

In February 1994, FHWA became a partner in Cardozo High School's TransTech program. This program combines educational opportunities with an emphasis on transportation career identification and training, followed by job placement and/or continued education after high school graduation. FHWA hires students, donates computers and other surplus equipment, and supports activities such as career days, graduation and award ceremonies, orientations to FHWA, mentoring of students, and on-campus presentations by program officers. FHWA presently has 18 former and current TransTech students on the rolls. The student population is ethnically diverse.

4. Partnerships with Minority Institutions of Higher Education (MIHE)

In 1992, FHWA established an HBCU task force to identify options to enhance the involvement of HBCUs in a wider spectrum of FHWA programs and projects and to determine the most effective means to utilize HBCUs as recruiting resources. Although many initiatives were imple-

mented to meet the task force recommendations, there still existed significant opportunities to increase HBCU involvement in FHWA programs. In 1997, FHWA established another HBCU and Other MIHE Task Force to identify options to facilitate, enhance, and increase the participation of HBCUs and other MIHEs, which include HSIIs and tribal colleges and universities. Both task forces recommended that FHWA establish and continue partnership with HBCUs and other MIHEs.

Since 1991, FHWA has signed partnership agreements with 15 HBCUs: Morgan State University, North Carolina A&T State University, South Carolina State University, Florida A&M University, Albany State College, Benedict College, University of Arkansas at Pine Bluff, Southern University at Baton Rouge, Howard University, Johnson C. Smith University, Elizabeth City State University, Fayetteville State University, Delaware State University, Virginia State University, and West Virginia State University.

In 1994, FHWA signed a partnership agreement with Lac Courte Oreilles Ojibwa Community College, a tribal college located in Wisconsin. In 1998, FHWA entered into a partnership agreement with another tribal college, University of North Carolina at Pembroke (UNC-P). UNC-P was the first 4-year college to serve only Native Americans in the United States. Additional partnership agreements were signed in 1998 with three MIHEs in Chicago, Illinois: Roosevelt University, Olive-Harvey Community College, and Harry S. Truman Community College. Harry S. Truman Community College is classified as an HSI. It is through these agreements that HBCUs are provided technical assistance, curriculum development, exchange of staff, and resources. The goal of the partnerships is to develop a better, ongoing relationship with each MIHE. FHWA was further directed by the recommendations of the 1997 task force to establish partnerships in each State or Territory in which an MIHE is located.

5. National Summer Transportation Institute (NSTI)

The NSTI was one of the many activities that was generated by the Agency's partnership with South Carolina State University. This 4-week program is designed to encourage middle and high school students to pursue careers in the transportation industry. Since its inception, approximately 1,300 students and 17 MIHEs have participated in the program. Students are introduced to a variety of surface transportation disciplines such as highway design, transporta-

tion safety, and environmental science. Most of the institutes also offer a residential component, providing students with the opportunity to experience campus life.

Partnership is key to the past and future success of NSTI. In addition to FHWA support, the institutes also receive assistance from local chapters of the Urban League, State departments of transportation, private sector companies, other Federal and State agencies, and a wide range of MIHEs. In 1998, Congress authorized funding for NSTIs under Section 1208 of the Transportation Equity Act for the 21st Century (TEA-21). TEA-21, in essence, recognized the success of the 5-year pilot program and formally established the current NSTI.

6. *Dwight David Eisenhower (DDE) Transportation Fellowship Program*

The DDE program, which was developed in 1992 under the provisions of the Intermodal Surface Transportation Efficiency Act of 1991, encompasses all areas of transportation. The program objectives are to: 1) attract the Nation's brightest minds to the field of transportation, 2) enhance the careers of transportation professionals by encouraging them to seek advanced degrees, and 3) retain top talent in the transportation industry. The program awards over 100 fellowships annually to students who are pursuing transportation-related degrees (i.e., engineering, accounting, business, architecture, and environmental sci-

ences). The program is made up of six awards categories:

- **Graduate Fellowships:** To enable students to pursue masters degrees or doctorates in transportation-related fields.
- **Grants for Research Fellowships:** To acquaint students with transportation research, development, and technology transfer activities at DOT.
- **HBCU Fellowships:** To provide students with additional opportunities to enter careers in transportation.
- **HSI Fellowships:** To provide HSI students with additional opportunities to enter careers in transportation.
- **Tribal College Initiatives:** To provide students at tribal colleges and universities with additional opportunities to enter careers in transportation.
- **Eisenhower Faculty Fellowships:** To provide talented faculty in transportation fields with opportunities to improve their transportation knowledge, including attendance at conferences, courses, seminars, and workshops.

For the 1998-99 academic year, 18 Hispanic students and 14 HBCU students were selected to receive DDE Transportation Fellowships. Also, two HSI faculty and four HBCU faculty were selected to receive fellowships. During the summer of 1998, two students from Lac Courte Oreilles Ojibwa Community College in Hayward, Wisconsin, represented the DDE Transportation Fellowship Program's first involvement from a tribal college.

V. Employee Development Program

In FY 1997 an Agency-wide Skills Assessment Survey was conducted. The results of this survey demonstrated a move from hands-on activities (i.e. construction, enforcement) to a proactive involvement with partners in fostering best practices, improving technology, and identifying solutions to complex problems. The new role requires extensive training in the following areas:

- Intelligent Transportation Systems (ITS)
- Innovative Financing
- Computer Science
- Planning
- Environment

In addition, the Skills Assessment identified the need to improve interpersonal skills critical to FHWA's mission. During FY 1998 the FHWA Recruitment Plan may be modified as needed to incorporate specific strategies and activities needed for enhancing recruitment in certain skills areas.

Revised FHWA Training Process

Beginning in FY 1998 FHWA revised the Agency training process. The HR career development staff will continue to budget for Agency-wide central training activities.

The Headquarters and field offices will budget locally funded activities and incorporate local training opportunities into their overall budget submission. Each leadership team will receive central training allocations, GOE allotments, and earmarked funds for local training.

The leadership team, managers, and organizational training coordinators will have flexibility to use any combination of their central training allocation and GOE training funds to enroll employees in FHWA courses and/or seek training through local vendors and universities.

The FHWA human resources staff will keep a portion of the central training dollar fund allocation to continue to procure Agency executive and managerial courses.

The total number of dollars spent on training was \$3,090,394 in 1997 (1.6 percent of FHWA's salary payroll excluding benefits). This was reduced to \$2,874,863 in 1998 (1.4 percent of total Agency salary payroll excluding benefits).

Training Management System (TMS)

FHWA's TMS is an electronic tool designed to capture training information and support a systematic approach to managing the training process. The system records employee training needs and accomplishments. TMS is used to facilitate and document discussions and agreements between leaders, supervisors, and employees on organizational training priorities, individual training needs, and courses/developmental opportunities that will meet organization and employee training needs. While it is not mandatory to use the training needs assessment feature in TMS, this feature does serve as a starting point for discussions between supervisors and employees.

In FY 1999 the Agency is redesigning the TMS to provide easier access and compatibility with IT infrastructure. Additional information on FHWA's training process is available electronically on the FHWA Staff Net.

In addition to the individual instances of training presented to employees, FHWA offers a number of special formal training programs to prepare employees for leadership positions. The chart on page 34 illustrates some opportunities that the Agency has offered employees to develop as supervisors, managers, and executives.

In FY 1997 there was an increase in the number of minorities and women who attended leadership training. Of the 39 employees who attended leadership training, 24 (62 percent) of these employees were minorities and/or women. This is an increase from FY 1996, when 42 percent of the 37 employees who attended the training were minorities and/or women.

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

Professional Development Opportunities

Training Opportunity	FY	Number of Participants	EEO Groups
Career Strategies	96	14	3 White men, 8 White women, 2 Black women, 1 Native American man
	97	18	8 White women, 5 White men, 4 Black women, 1 Hispanic man
DOT Fellows/Executive Potential Program	95	7	2 White women, 2 Asian/Pacific men, 1 Black man, 1 White man, 1 Hispanic man
	96	12	6 White men, 4 White women, 1 Black man, 1 Asian/Pacific man
	97	5	2 White women, 3 White men
Highway & Transportation Management Institute	96	10	4 White men, 2 White women, 2 Black men, 1 Hispanic man, 1 Asian/Pacific man
	97	10	5 White men, 3 Black women, 2 Asian/Pacific men
Presidential Management Intern	97	4	3 White men, 1 White woman
Legislative Fellows Program/Elmer Ball	96	1	1 White woman
	97	2	1 White man, 1 White woman
Federal Executive Institute	95	5	1 White woman, 1 Black man, 3 White men
	96	5	4 White men, 1 Black woman
	97	3	2 Black men, 1 White man
Academic Study Program	97	10	2 White women, 7 White men, 1 Hispanic man

FHWA also offers a number of career training programs through which entry-level professional and administrative employees are prepared for transportation careers in key occupations nationwide, including highway engineer, structural engineer, transportation planner, transportation specialist, environmental protection specialist, right-of-way specialist, civil rights specialist, financial manager/financial specialist, and motor carrier specialist.

Both the career development staff and the DOT Connection, located at headquarters, can provide career counseling services to FHWA employees.

Academic Study Program

The Academic Study Program (ASP) focuses on the following specific areas of study that will help to meet the Agency's strategic objectives and primary skills needs:

- Intermodal Freight and Logistics
- Environmental Sciences
- Safety Engineering/Safety Management
- Safety Information Systems

- Pavements/Materials/Geo-Tech
- Transportation Planning and Management
- Intelligent Transportation Systems
- Financial Management/Innovative Finance

Proposed study programs are designed to improve individual and organizational performance and contribute to achieving the Agency's mission, performance, goals, and strategic needs. Nominations are evaluated by a panel of FHWA managers and experienced professionals representing disciplines for which employees are nominated. FHWA provides funding for employees. In return, participants must be willing to relocate, if required. Centralized funding is provided for approved programs of study. Full-time study may be supported up to 1 year, while part-time study may be supported up to 2 years. In FY 1996, no ASP selections were made. In FY 1997, a total of 10 employees participated in ASP. Three (30 percent) of the 10 participants were minorities or women, as compared to FY 1995, when 13 (57 percent) of the 23 participants were minorities and/or women. These figures represent both full-time and part-time study.

VI. Promotion

The FHWA Merit Promotion Plan was revised to provide management with increased flexibility to select the best qualified candidate while ensuring merit. The program covers all organizational elements and positions throughout FHWA, except for SES positions, which fall under OPM guidelines.

The policy statement in the plan clearly indicates that actions taken will be guided by merit and nondiscrimination; that is, selections and promotions through FHWA are based on job-related criteria and on merit principles. In those instances in which discriminatory or nonmerit practices are alleged, the plan provides guidance to the employee concerning the opportunity to consult with an EEO counselor regarding his/her concerns or discrimination complaint.

A significant number of the Agency's mainline occupations (e.g., highway engineers and motor carrier specialists) are filled through recruitment of entry-level college graduates at the GS-5/7 level. These positions have career ladders, and employees are promoted noncompetitively to the journey level, which is identified in the merit promotion plan. FHWA's managers systematically promote career ladder employees noncompetitively to the next higher grade after they meet specific experience and performance requirements. Supervisors are provided advisory assistance on counseling employees who do not receive career ladder promotions or within-grade increases. The employees may have the need for further training or improvements in performance to be considered for a promotion or within-grade increase. In some cases, a performance improvement plan is prepared and discussed with the employee.

Merit promotion procedures may be used to fill positions for which there is not a career ladder. Vacancy announcements are distributed depending on the area of consider-

ation. Selection officials are responsible for ensuring diverse representation of panel members when a merit promotion panel is convened.

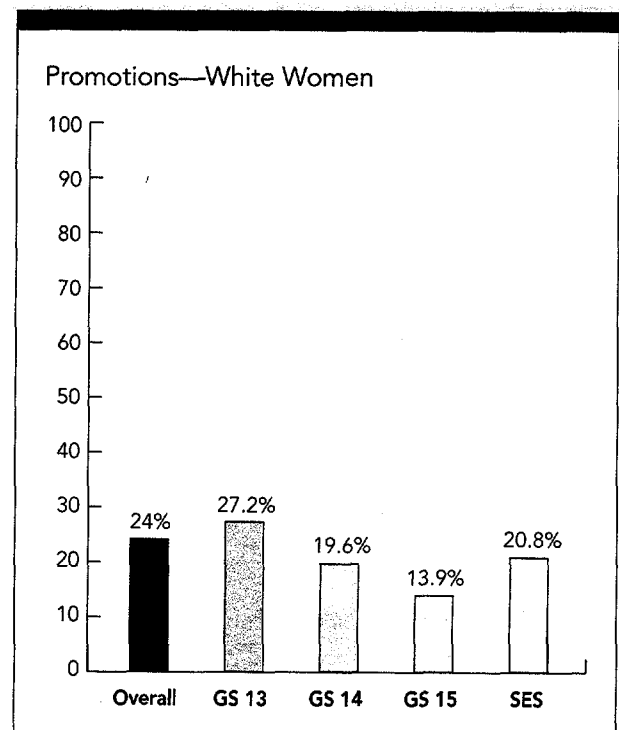
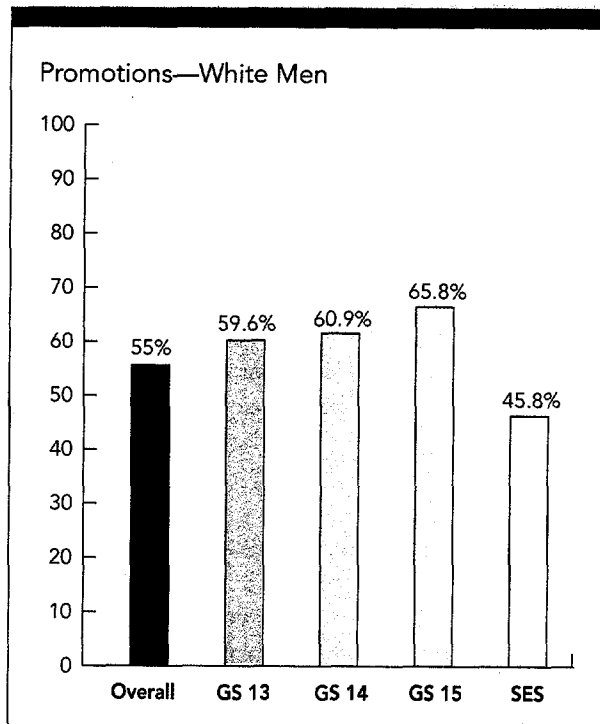
FHWA has taken additional actions during the last few years to increase the range of career opportunities for non-engineers and office support staff. Specifically, positions are being reviewed as they are vacated to determine whether they require engineering knowledge and skills. If not, they are being reclassified in occupational series, such as transportation specialist and program analyst. For example, several vacant SES positions were restructured from technical and engineering classifications to managerial positions.

To provide career enrichment and advancement opportunities for office support staff, FHWA has been encouraging supervisors to examine the work of their offices and identify work that is more challenging and will better utilize the skills of the office support staff. Since 1992, over 200 clerical and office support employees have moved into paraprofessional or administrative/program positions, thus gaining the experience to qualify for professional positions.

Another initiative that helps prepare employees for advancement opportunities is the selection of women and minorities to attend the Federal Executive Institute, Harvard University Program for Senior Managers in Government, various university programs for executive development, and Capitol Hill and White House workshops, etc. Employees participate in formal executive management programs designed to broaden their executive skills so they may be prime candidates for senior-level positions.

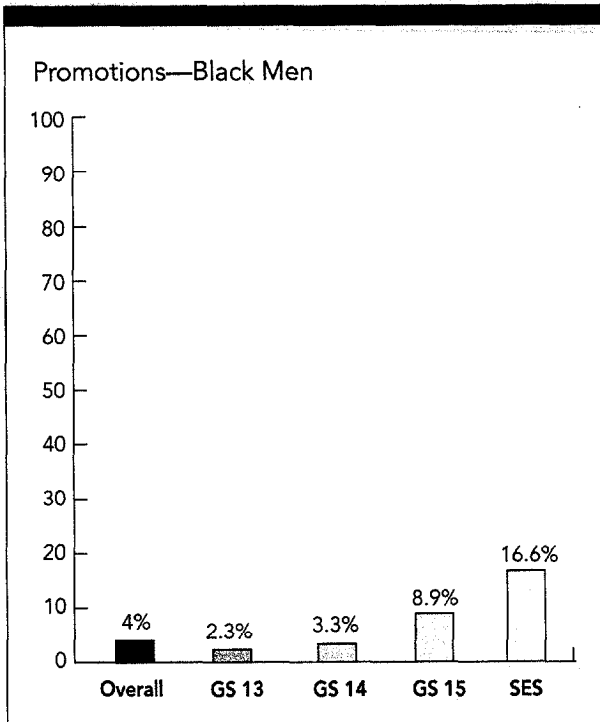
A review of promotions from 1994 through 1997, as shown in the tables on pages 86-90, reveal the following.

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

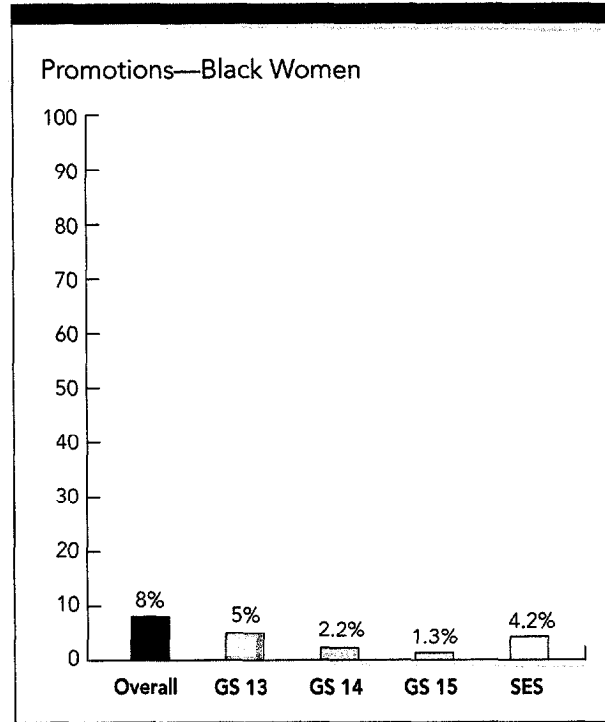


- White women make up 14.5 percent of the Agency's workforce in grades GS-13 and higher and received promotions at a rate greater than their percentage of each of these grades. This statement held true for headquarters' promotions except at the SES level. Promotions for White women in field positions lagged behind their percentage by 1 percent to GS-15 and there were no SES selections.

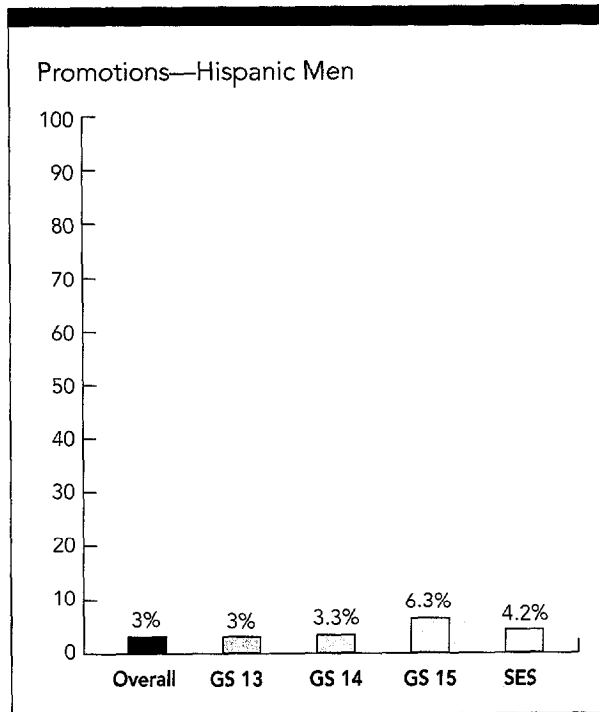
MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003



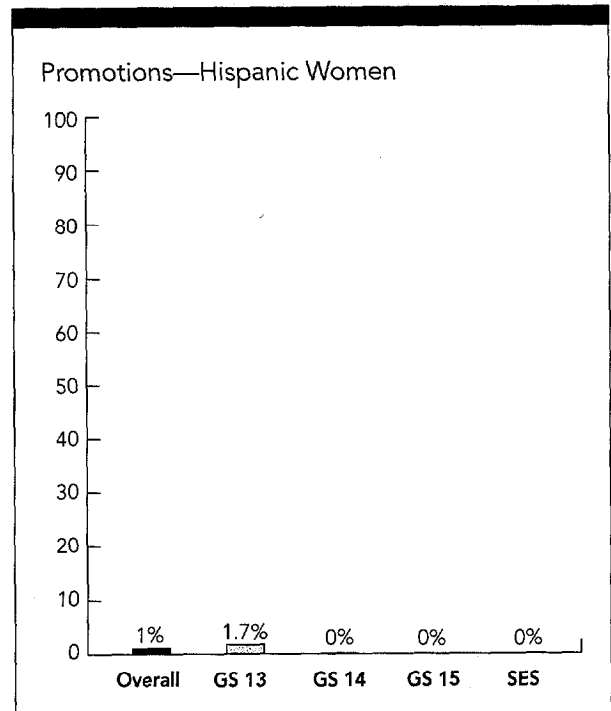
- Black men were not promoted to the GS-13 (2.3 percent) and GS-14 (3.3 percent) grades at a rate sufficient to maintain their 4.4 percent representation. This statement is true for GS-13 promotions in headquarters (2.3 percent), OMC (2.7 percent), FL (none), and field (2.3 percent). A further analysis of OMC and FL revealed that no Black men were promoted to GS-14 and -15 or GS-13 through SES, respectively. Field promotions of Black men were low for the GS-13 and -14 grades.



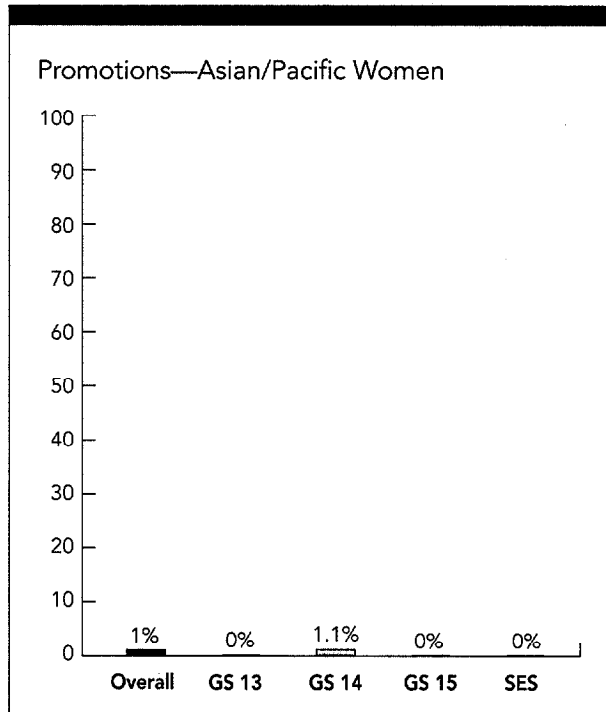
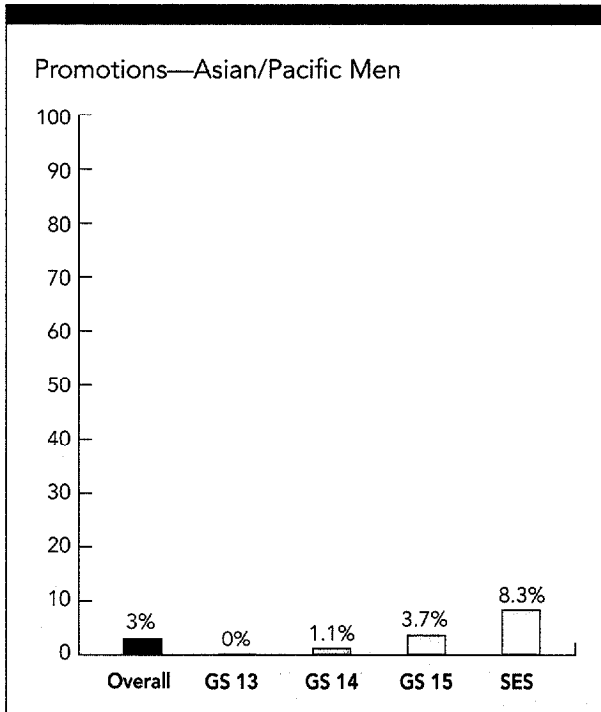
- Black women make up 3.4 percent of FHWA's GS-13 through SES population. Their percentage of promotions to GS-14 (2.2 percent) and GS-15 (1.3 percent) is not sufficient to maintain their current level, which is below their overall population of 8 percent. Black women received no promotions in OMC to the GS-15 and SES grades; no promotions in FL to the GS-13, GS-15, and SES grades; and no promotions in the field to GS-14 and SES.



- Hispanic men make up 3.2 percent of FHWA's GS-13 through SES population. Hispanic men received 3 percent of the promotions to GS-13. The percentage of promotions received by Hispanic men to GS-14 through SES grades exceeded 3.2 percent. No promotions were received by Hispanic men in OMC and FL above the GS-14 level.

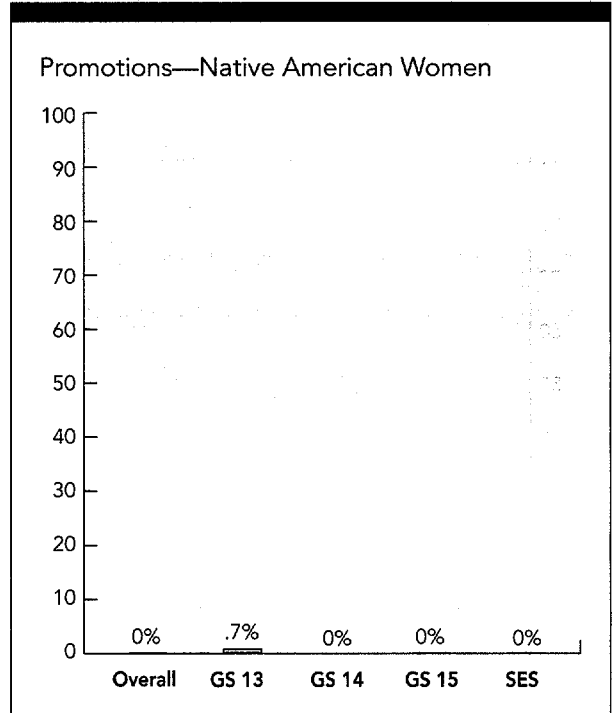
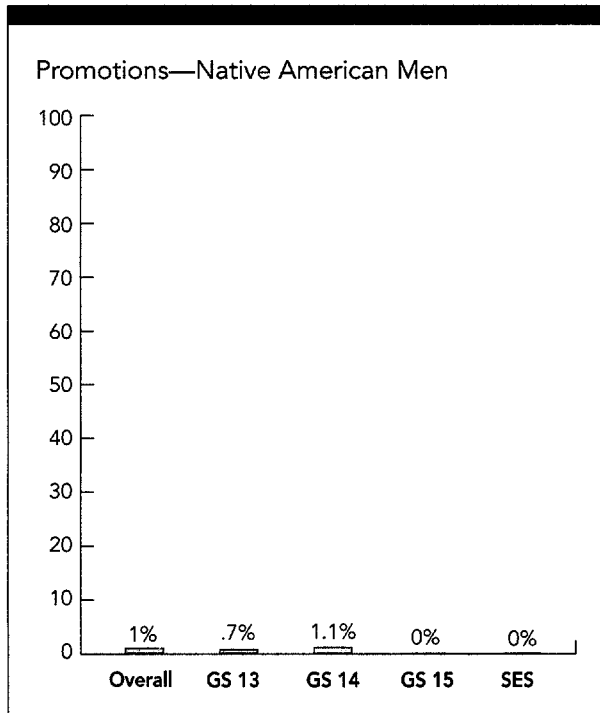


- Hispanic women make up 0.6 percent of FHWA's GS-13 population. Hispanic women received 1.7 percent of the promotions to the GS-13 grade. Hispanic women did not receive promotions in the higher grades.



- Asian American/Pacific Islander men (AAM) make up 3.1 percent of FHWA's GS-13 through SES population. Promotions received to the GS-15 (3.7 percent) and SES (8.3 percent) levels exceeded 3.1 percent. However, AAMs received no promotions to the GS-13 level and only 1.1 percent of the GS-14 promotions. There were no AAMs promoted in OMC or FL.
- Asian American/Pacific Islander women (AAW) make up 0.9 percent of FHWA's GS-13 through SES population. No AAWs were promoted to GS-13. The percentage of GS-14 promotions received by AAWs equaled 1.1 percent.

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003



- Native American men (NAM) make up 0.5 percent of FHWA's GS-13 and GS-14 population. NAMs received 0.7 percent of the GS-13 and 1.1 percent of the GS-14 promotions.

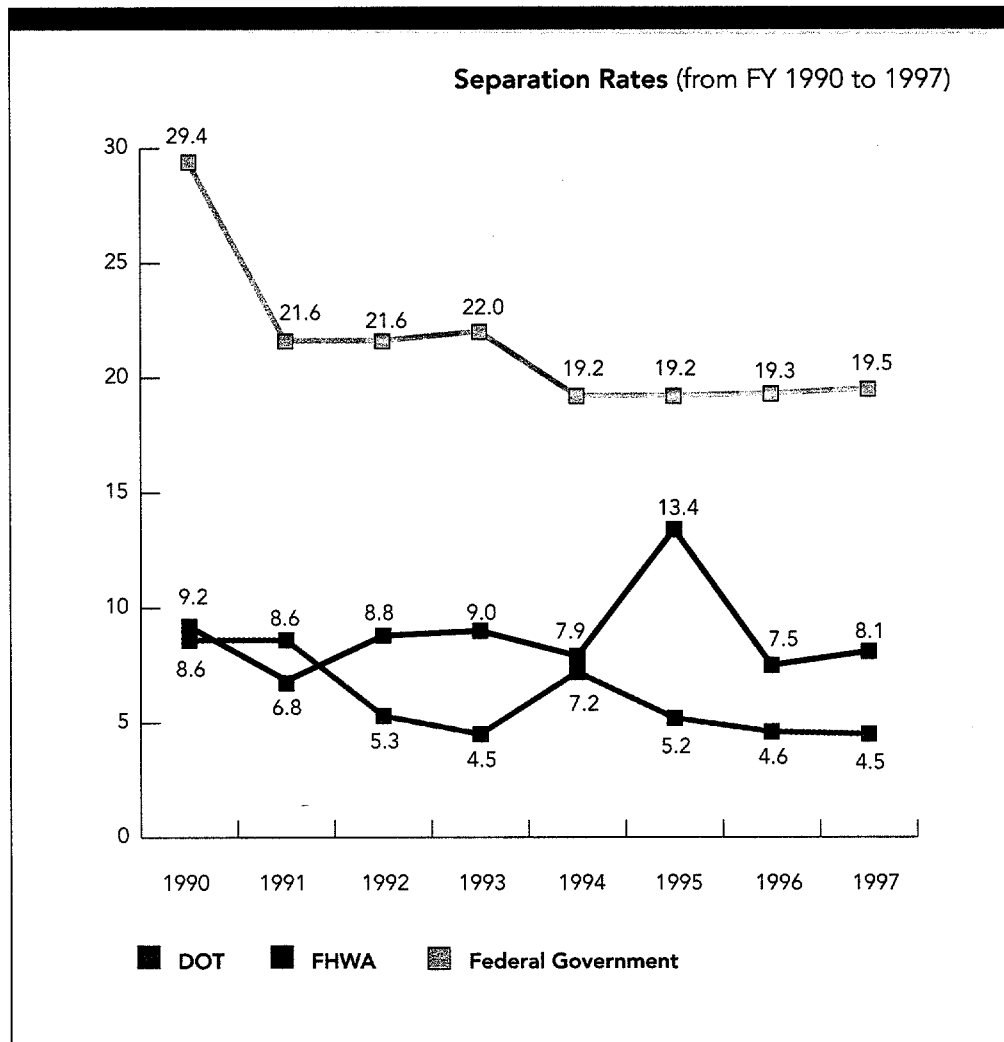
- Native American women (NAW) occupy one GS-13 position. NAWs received 0.7 percent of the promotions to GS-13.

VII. Separations

This section is an analysis of FHWA separation data. Separations may be voluntary or involuntary, with the reasons including resignation, retirement, buy-out, transfer, position abolishment, and death. Currently, the Agency is experiencing an increase in the number of employees leaving and retiring due to Agency restructuring and downsizing efforts. The Agency's last buy-out occurred during FY 1995, in which 193 employees retired. Of the employees who accepted

the buy-out, 105 were at the GS-13 level and above, of which 92.3 percent were nonminorities.

The chart below shows that the overall Agency attrition rate continues to be substantially lower than the separation rate for the Federal Government Executive Branch for the past 8 fiscal years. This reflects a good retention rate for FHWA.



MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

FHWA has made tremendous progress in identifying ways to retain employees and reduce the overall attrition rate for women and minorities. Progress has been made in establishing more educational and career advancement opportunities for employees, including the support staff personnel. Many programs implemented during the past few years have provided employees with greater flexibility in balancing their work life and family responsibilities. For the past 4 years, employees have had the opportunity to take advantage of: 1) flexitime, 2) telecommuting, 3) flexiplace, and 4) alternative work schedules.

In addition, the Agency continues to provide educational workshops on health and wellness, child care, and elder

care for its employees. Many of the offices have implemented wellness programs and a variety of recognition and award programs to enhance their work environment. Employee surveys are used to improve the flow of communications at all levels.

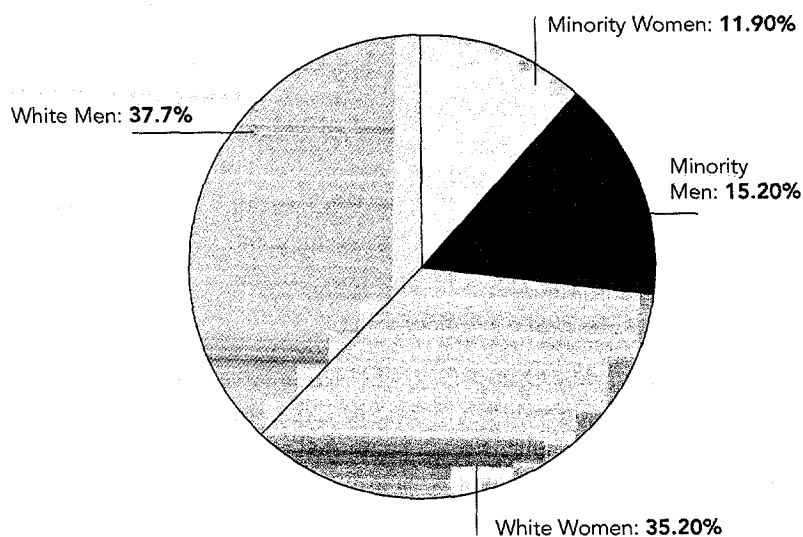
However, analysis of separations data revealed that White women continue to be underrepresented in major job disciplines within FHWA and are continuing to leave the Agency at a higher rate than any other EEO group. The separation rate for White women was 4 to 8 percent higher than their employment rate of 24 percent in FY 1996 and FY 1997. Historically, White women have been a mobile group that has always had a higher separation rate within FHWA.

SEPARATIONS—PERMANENT

By Minority Group, Sex, and Race Compared to the FHWA FY 1996 and FY 1997 Separation Rates

	FY 1997				FY 1996			
	Employment		Separations	Separation Rate	Employment		Separations	Separation Rate
American Indian or Alaskan Native Women	13	0.4%	1	0.3%	14	.4%	1	0.5%
American Indian or Alaskan Native Men	18	0.5%	0	0%	16	.4%	0	0%
Asian/Pacific Islander Women	35	1.0%	2	0.7%	37	1%	3	1.6%
Asian/Pacific Islander Men	92	2.6%	7	2.4%	94	2.6%	2	1.0%
Black Women	302	8.5%	22	7.5%	302	8.3%	12	6.3%
Black Men	144	4.0%	15	5.1%	148	4%	8	4.2%
Hispanic Women	47	1.3%	4	1.4%	37	1%	1	0.5%
Hispanic Men	106	3.0%	7	2.4%	102	2.9%	3	1.6%
White Women	859	24%	93	31.8%	887	24%	53	27.7%
White Men	1950	55%	141	48.3%	2002	55%	108	56.5%
TOTAL	3566		292		3639		191	

**Early Outs—Permanent (Professional and Administrative)
FY 1996-FY 1997**



The Agency has not offered a buy-out to its employees since FY 1995. During fiscal years 1996 and 1997, a total of 68 employees retired by voluntarily taking early outs. Buy-outs were not approved during this period of time. The chart above indicates that White women left the Agency at a higher rate than any other EEO group.

As a result of efforts to train, develop, and promote qualified employees in mid and top management positions, the Agency is increasing the employment levels of women and minorities in all types of occupations and grade levels. In spite of the restructuring, FHWA has maintained a balanced workforce of women and minorities.

One of the most significant improvements made in the separation area was the development of an exit interview survey form in FY 1998 to collect data from employee exit

interviews in order to determine why employees were leaving the Agency. In addition, the form was designed to help the Agency learn more about what is needed to improve the overall retention rate of employees. The form was disseminated to all employees and managers within the Agency via email in September 1998.

As of May 5, 1999, there were 191 separations. The Agency had received 27 survey responses by May 21, which is a 14 percent response rate. Overall, employees leaving FHWA had very positive comments regarding the Agency and the people. FHWA recognizes that more work is needed in this area in analyzing the feedback and reporting to management on how to improve the overall retention rate of employees. OHR should also develop a method to increase the number of surveys received from employees who have left the Agency.

VIII. Program Evaluation

FHWA's Office of CR SBU is responsible for monitoring and evaluating the effectiveness of the Agency's MYAEP. Any comments or recommendations from the EEOC, DOCR, or an internal organization, committee, or office are addressed by the Office of CR. The Office of CR has the budget and, with cooperation from the Office of HR, the resources to assure the administration and implementation of a results-oriented, proactive program that involves the EEO aspects of personnel management, policy, and practice.

The Office of HR has an automated system to provide comprehensive personnel data on demand. The Office of HR publishes a Human Resources Information and Planning Guide annually. This guide provides comprehensive information and, in conjunction with the MYAEP, can be used as a planning tool for FHWA managers and supervisors at all levels. It normally provides a variety of exhibits on the organizational structure, such as employment,

grade structure, and work force dispersion and employment. The guide also examines occupational information, age, length of service, and retirement eligibility profiles. It includes a section that focuses on statistical data related to minorities and women.

The Office of CR and Office of HR staffs responsible for the EEO program evaluation and merit system have met the requirements set forth in the EEOC and OPM regulations.

The Office of CR will track the implementation of the AEP action items that have been assigned to other individual offices for direct action. Periodic reports will be submitted to the Administrator, Deputy Administrator, and Executive Director for information and follow-up as needed. It is recommended that this MYAEP Plan be evaluated annually by the Office of CR.

IX. Objectives and Action Items

REPORT OF OBJECTIVES AND ACTION ITEMS:

I. ORGANIZATION AND RESOURCES

PROBLEM/BARRIER STATEMENT: Special Emphasis Programs are not being handled consistently within the Agency. The FWP activities are unclear as they relate to the field. There is little or no guidance being received from Headquarters on FWP Special Emphasis activities.

OBJECTIVE: To develop a coordinated Special Emphasis Program in Headquarters that provides guidance and direction to all of the Agency.

ACTION ITEMS:	RESPONSIBLE OFFICIAL:	TARGET DATE:
Appoint a Special Emphasis Coordinator to serve as the FWP Manager and to oversee other Special Emphasis areas. This appointment should be communicated to all Agency employees.	Director, Civil Rights	9/30/00
Develop an FWP in accordance with EEOC requirements and communicate it to all Agency employees.	Director, Civil Rights	9/30/01

PROBLEM/BARRIER STATEMENT: The CR unit does not have sufficient resources to devote to internal EEO matters and needs to provide greater oversight in internal activities.

OBJECTIVE: To increase the emphasis devoted to internal civil rights activities.

ACTION ITEM:	RESPONSIBLE OFFICIAL:	TARGET DATE:
Recruit sufficient civil rights personnel to properly monitor the attainment of employment objectives contained in the MYAEP plan; recommend alternatives to eliminate discriminatory barriers to employment actions, promotion, and awards; and report to FHWA senior management on the status of FHWA's internal EEO activities.	Director, Civil Rights	9/30/00

REPORT OF OBJECTIVES AND ACTION ITEMS:**II. WORKFORCE**

PROBLEM/BARRIER STATEMENT: Underutilization of some EEO groups in some major occupations as indicated below.

OBJECTIVE: To reduce the underutilization of the affected EEO groups.

ACTION ITEMS:		RESPONSIBLE OFFICIAL:	TARGET DATE:
Increase the representation of the following groups in the listed categories over the next 5 years.			
Secretary:			
White Women	10	Program Managers, Directors, Resource Center Directors, Federal Lands Division Engineers, Division Administrators, State Directors	9/30/03
Engineering Technician:			
White Women	65	Program Managers, Directors,	9/30/03
Black Women	12	Resource Center Directors, Federal	
Hispanic Women	7	Lands Division Engineers	
Civil Engineer:			
Asian American/ Pacific Islander Men	21	Program Managers, Directors, Resource Center Directors, Federal Lands Division Engineers, Division Administrators	9/30/03
Realty:			
White Women	19	Program Managers, Directors, Resource Center Directors, Federal Lands Division Engineers, Division Administrators	9/30/03
Transportation Specialists:			
White Women	36	Program Managers, Directors, Resource Center Directors, Federal Lands Division Engineers, Division Administrators	9/30/03

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

ACTION ITEMS:		RESPONSIBLE OFFICIAL:	TARGET DATE:
Motor Carrier Safety Specialists:			
White Women	44	Program Managers, Directors, Resource Center Directors, Division Administrators, State Directors	9/30/03
Highway Safety Specialists:			
White Women	45	Program Managers, Directors, Resource Center Directors, Federal Lands Division Engineers, Division Administrators, State Directors	9/30/03
Computer Specialist:			
White Women	8	Program Managers, Directors, Resource Center Directors, Federal Lands Division Engineers, Division Administrators, State Directors	9/30/03
Community Planner:			
White Women	17	Program Managers, Directors, Resource Center Directors, Division Administrators	9/30/03

REPORT OF OBJECTIVES AND ACTION ITEMS:

PROBLEM/BARRIER STATEMENT: Underutilization of some EEO groups in previously-identified major occupations listed above.

OBJECTIVE: To reduce the underutilization of the affected EEO groups.

ACTION ITEMS:	RESPONSIBLE OFFICIAL:	TARGET DATE:
Use the MYAEP and the Federal Equal Opportunity Recruitment Program Plan and Report (FEORP) to advise managers on the Agency's progress in meeting the employment objectives.	Director, Office of Human Resources; Director, Office of Civil Rights	9/30/00 and annually thereafter
Hold Agency selecting officials accountable for considering the MYAEP and FEORP when hiring personnel for FHWA.	Executive Director	12/1/99

PROBLEM/BARRIER STATEMENT: The underrepresentation of women and minorities in key Agency jobs.

OBJECTIVE: Increase the percentage of women and minorities in jobs that lead to top management positions.

ACTION ITEMS:	RESPONSIBLE OFFICIAL:	TARGET DATE:
Annually brief all selecting officials on the need to consider women and minorities in EEO groups that are underrepresented when making personnel selections.	Director, Office of Human Resources	First quarter of each fiscal year
Ensure that the MYAEP and FEORP are used in the hiring, promotion, and selection processes.	FHWA Management Team	First quarter of each fiscal year
Develop strategies to make women and minorities aware of the underrepresentation of EEO groups in field positions and the need to consider them in their career planning.	Director, Office of Human Resources	First quarter of each fiscal year
Systematically use coaching, mentoring, and professional development as tools to ensure that women and minorities in grades 11 through 13 have special assignments, training, etc., to prepare them for key Agency positions.	FHWA Managers, Supervisors, and Team Leaders	3/1/00 and annually thereafter

REPORT OF OBJECTIVES AND ACTION ITEMS:

PROBLEM/BARRIER STATEMENT: Many FHWA managers may be hesitant to hire an individual with a disability because they do not have easy access to information and resources regarding workplace accommodation and other issues. While FHWA is committed to providing reasonable accommodation for disabled employees and applicants (Objective 3 of the *Affirmative Action Plan for the Hiring, Placement, and Advancement of Individuals with Disabilities*), there is no central source for information, resources, and funding for meeting accommodation needs.

OBJECTIVE: To use the newly created DOT Disability Resource Center as a source of information, expert advice, and possible funding for meeting the accommodation needs of FHWA employees and applicants.

ACTION ITEM:	RESPONSIBLE OFFICIAL:	TARGET DATE:
Promote the DOT Disability Resource Center to all FHWA managers as a central resource to help them to efficiently meet the accommodation needs of employees or applicants with disabilities.	Director, Office of Human Resources	3/31/00

PROBLEM/BARRIER STATEMENT: Many FHWA managers may not be aware of the procedures for hiring individuals with disabilities under Schedule A, the hiring authority defined in Part 213 of Title 5 of the *Code of Federal Regulations*.

OBJECTIVE: To develop guidance for managers who may be interested in hiring individuals with disabilities under Schedule A.

ACTION ITEM:	RESPONSIBLE OFFICIAL:	TARGET DATE:
Develop guidelines for hiring under Schedule A and circulate these guidelines to all FHWA managers in order to encourage the hiring of individuals with disabilities.	Director, Office of Human Resources	3/31/00

REPORT OF OBJECTIVES AND ACTION ITEMS:**III. DISCRIMINATION COMPLAINTS**

PROBLEM/BARRIER STATEMENT: 1) Employees need various forms of information on the EEO process and how to file a complaint of discrimination; 2) Agency records are inadequate to perform an analysis of the effectiveness of the counseling program since the formal complaint process is handled by the DOCR; 3) There is a need to develop standards for counselors; and 4) Training is needed to prevent future harassment cases.

OBJECTIVE: To better train EEO counselors and to give employees a better awareness of the EEO complaint process and how to file a complaint of discrimination.

ACTION ITEMS:	RESPONSIBLE OFFICIAL:	TARGET DATE:
Post EEO complaint process and counselors' names and telephone numbers on Staff Net.	Office of Civil Rights	3/31/00
The management council should be briefed annually on the numbers and status of informal and formal complaints.	Office of Civil Rights	10/1/00 and annually thereafter
Formalize and communicate the criteria for EEO counselors and the recruitment process.	Office of Civil Rights	9/30/00 and annually thereafter
Ensure that all employees receive sexual harassment and sensitivity training.	Office of Civil Rights	9/30/00 and annually thereafter

REPORT OF OBJECTIVES AND ACTION ITEMS:**IV. RECRUITMENT AND HIRING**

PROBLEM/BARRIER STATEMENT: Selecting officials may not be aware of Agency's EEO and affirmative employment program.

OBJECTIVE: Make sure all selecting officials have received and been briefed on the FEORP and MYAEP and are accountable for supporting the Agency's affirmative employment goals.

ACTION ITEMS:	RESPONSIBLE OFFICIAL:	TARGET DATE:
Conduct manager awareness training in EEO and affirmative employment.	Offices of Human Resources and Civil Rights	9/30/01
Distribute FHWA Multi-Year Affirmative Action Plan with cover letter to all managers and recruiters.	Federal Highway Administrator	12/1/99 and annually thereafter
Brief Agency selecting officials on MYAEP Accomplishment Report and FEORP.	Offices of Human Resources and Civil Rights	9/30/00 and annually thereafter
Review selecting officials' hiring decisions during annual performance review.	Executive Director, Program Managers, Directors, Resource Center Directors	9/30/00 and annually thereafter

REPORT OF OBJECTIVES AND ACTION ITEMS:

VII. SEPARATION-PERMANENT

PROBLEM /BARRIER STATEMENT: The Agency established an exit interview survey form to collect data on why employees were leaving the Agency and what could be done to retain employees. The survey form was disseminated to all employees and managers via email. Although the Office of Human Resources established a system to collect the data from the various personnel offices, there is still a need to develop a system that will provide adequate feedback to selecting officials on a national level to improve the overall retention rate of women and minorities within FHWA. Also, the Office of Human Resources needs to develop a better way of increasing the number of surveys received from employees who have left the Agency.

OBJECTIVE: To establish a mechanism to provide meaningful feedback to managers from exit surveys in order to improve the retention rate of FHWA employees, particularly for women and minorities.

ACTION ITEMS:	RESPONSIBLE OFFICIAL:	TARGET DATE:
Analyze the information from the exit surveys and prepare an annual report for all managers.	Director, Office of Human Resources	6/30/00 and annually thereafter

Appendices

Appendix A

FHWA Affirmative Employment Program for Minorities and Women

Multi-Year Affirmative Employment Program Plan

Policy Statements	Statement of Adequate Monitoring/Evaluation
Delegation of Authority	Program Analysis
Organizational Chart	Problems/Barrier Information
Certification of Qualifications	Report of Objectives and Action Items
Plan for the Prevention of Sexual Harassment	

Name and Address of Organization:

Federal Highway Administration
400 7th Street, S.W.
Washington, D.C. 20590

Organizational Level:

☒ Agency ☐ MOC ☐ Region
☐ Command ☐ Installation ☐ Headquarters

Number of Employees Covered by Plan (FY 1997 figures): Total 3,565

Professional <u>1,446</u>	Administrative <u>1,325</u>	Technical <u>498</u>
Clerical <u>257</u>	Other <u>28</u>	Blue Collar <u>11</u>

Name of Contact Person Preparing Form

Phone

Jim Daves

303-969-6730

Name and Title of Principal EEO Official

Phone

Edward W. Morris, Jr., Director, Office of Civil Rights

202-366-0693

Signature of Principal EEO Official

Certifies that this plan is in compliance with EEO-MD-714

Date 5/26/00

George A. Duffey for Edward W. Morris Jr.

Name and Title of Head of Organization or Designated Official

Kenneth R. Wykle, Federal Highway Administrator

Signature of Head of Organization or Designated Official

Certifies that this plan is in compliance with EEO-MD-714

Date 5-30-00

Kenneth R. Wykle



DIVERSITY POLICY STATEMENT

As Federal Highway Administrator, I am fully committed to creating and maintaining a highly competent, diverse work force that meets America's transportation needs into the 21st century. A work force that is representative of the people of this country, in terms of culture and skills mix, has made and will continue to make FHWA a better organization. As an Agency, we have taken great strides toward our goal of creating an all-inclusive, respectful work environment that encourages building quality relationships, and that displays acceptance and understanding across all levels of the organization. Though our goal is closer at hand, we are not there yet. We need to do more. We will do more.

Every employee is entitled to a work environment that provides the opportunity to perform and fosters continued learning and growth. Each of us also has the responsibility to ensure that our work environment allows all employees to maximize their potential.

The FHWA is not creating diversity. Our society is already diverse — composed of men and women from an array of cultures and belief systems and possessing many talents and perspectives that will enhance the way we do business. We must, as an Agency, create and maintain a work environment that welcomes our blending of cultures, skills, and ideas that will lead to new and better ways of serving our country. The organization that serves America best is one which truly represents its very fabric and embraces the ideals of liberty and equality for all.

Our Agency can lead the way in demonstrating that there is value and an understanding of the importance of diversity in meeting America's highway needs. We will continue to actively support and initiate new efforts associated with diversity. The progress has been good, and we must remain vigilant if we are to reach our goal.

A handwritten signature in black ink, reading 'Kenneth R. Wykle', is positioned above the printed name.

Kenneth R. Wykle
Federal Highway Administrator



POLICY STATEMENT AGAINST SEXUAL HARASSMENT

Sexual harassment is prohibited by Title VII of the Civil Rights Act of 1964. As the Federal Highway Administrator, I am committed to creating a positive work environment which promotes productivity and nurtures individual growth.

Sexual harassment includes unwelcome acts or conduct of a sexual nature. It could, for example, be deliberate physical contact, repeated unsolicited comments or gestures, pressure for sexual favors, or even putting an offensive picture on the wall of your office. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when (1) submission to this conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of this conduct by an individual is used as the basis for employment decisions affecting that individual, or (3) this conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment. It does not matter that the person responsible does not think that the behavior is unwelcome or of a sexual nature. It is how it is perceived by the recipient or by others who feel affected by it.

Whether subtle or overt, sexual harassment is an offensive and unlawful form of behavior which cannot be tolerated. Where it is known or found to exist, actions must be taken to rid our agency of this disruptive and distasteful practice. Alleged violations of this policy may be addressed through the discrimination complaint procedures. Any employee who feels he or she has been victimized by some form of sexual harassment should promptly notify appropriate management officials or seek assistance from an Equal Employment Opportunity counselor. All allegations will be processed immediately and appropriate corrective action will be taken. Persons who violate this sexual harassment policy will receive appropriate disciplinary action, including dismissal, for misconduct or failing to act effectively depending upon the seriousness and frequency of the offenses.

I expect all employees to be able to distinguish between appropriate and inappropriate behavior and to conduct themselves in a proper manner. Each manager and supervisor has the responsibility to enforce standards of conduct that prevent sexual harassment and act promptly to eliminate such behavior if it occurs.

I am confident that the Federal Highway Administration employees will demonstrate the behavior which reflects positively on the agency.

A handwritten signature in cursive script, reading 'Kenneth R. Wykle', is positioned above the printed name.

Kenneth R. Wykle
Federal Highway Administrator

December 2, 1998

Internal Equal Employment Opportunity Policy Statement

The Federal Highway Administration's (FHWA) leadership position in the transportation industry challenges us to provide safety, mobility, and inclusion. We have gained this position of leadership through the combined efforts, enthusiasm, creativity, and teamwork of our employees—people widely diverse in race, color, gender, age, religion, national origin, skills, and abilities. Successful accomplishment of our mission as we enter the 21st century is more than ever dependent on the contributions of all our employees. As Federal Highway Administrator, I am fully committed to equal opportunity and will not tolerate any form of discrimination in our shared working environment.

The President and Secretary Slater both clearly advocate and practice the ideals of equity and equal employment opportunity. They promote a Federal workplace that looks like America in all its kaleidoscopic variety and energy. As we enter the new millennium and test our strengths in a restructured and revitalized Federal Highway Administration, I challenge each manager, supervisor, team leader, and team member to ensure nondiscrimination on the basis of race, color, religion, sex, age, disability, national origin, or sexual orientation in all personnel practices. This applies to every aspect of our employment policy, procedures, and decisions: recruitment, hiring, training, developmental assignments, and promotion. Fairness promotes competence, creativity, confidence, enthusiasm, quality, and the will to do one's best.

I hereby reaffirm FHWA's continuing commitment to providing all individuals who have the necessary qualifications an equal opportunity to compete for employment and advancement within the Agency. I am counting on each manager and supervisor to create an inclusive work environment, encouraging full participation by all employees and taking appropriate steps to attract members of minority groups, women, and people with disabilities to seek employment and advancement with the Agency. Further, I will hold each one responsible for maintaining equal employment opportunity and the continued absence of discrimination throughout FHWA.

I am fully committed to vigorous implementation and enforcement of this policy.

Date
March 24, 1999

Kenneth R. Wykle
Federal Highway Administrator

DELEGATION OF AUTHORITY AND ORGANIZATION CHART

This section of the report explains the responsibilities of Equal Employment Opportunity (EEO) Program officials. An organizational chart of FHWA is included at the end of this section.

The Federal Highway Administrator has the ultimate responsibility for all EEO programs within FHWA. The Director of Civil Rights (CR) serves as the principal staff advisor to the Administrator on equal opportunity matters and ensures full and affirmative implementation of equal opportunity precepts within FHWA and recipient organizations.

The Federal Highway Administrator is responsible for the following:

- 1) Ensuring compliance with affirmative employment program instructions issued by the Equal Employment Opportunity Commission (EEOC).
 - 2) Establishing Agency-wide objectives.
 - 3) Submitting an Agency-wide Multi-Year Affirmative Employment Program (MYAEP) Plan, accomplishment reports, and plan updates.
 - 4) Providing current direction for the development of the program plan.
 - 5) Approving systems for the evaluation of program effectiveness.
 - 6) Ensuring that all Agency managers are held accountable for the achievement of affirmative employment objectives and the fulfillment of EEO requirements and objectives established by the Agency.
- 1) Developing the Agency's MYAEP and annual accomplishment reports, as well as developing proposed affirmative employment program (AEP) policies, standards, procedures, and guidance.
 - 2) Communicating with executives and managers concerning the implementation of policies affecting equal employment opportunity and affirmative employment for minorities and women.
 - 3) Coordinating with the Director of Administration to ensure that adequate record keeping and information systems are established and in operation throughout the Agency for monitoring and evaluating EEO and AEPs.
 - 4) Ensuring adherence to EEO and AEP reporting instructions pursuant to current EEOC directives and internal Departmental and Agency guidance.
 - 5) Monitoring and evaluating EEO and AEPs throughout the Agency to ensure implementation of program objectives.
 - 6) Ensuring that all persons with EEO and AEP responsibilities are knowledgeable and adequately trained and that executives, managers, and supervisors are aware of the rights of all employees, Departmental and Agency EEO policy, and relevant Departmental and Agency guidance.
 - 7) Assisting and advising Agency management regarding the identification of equal opportunity problem areas and options for remedying those problem areas.
 - 8) Publicizing EEO and AEP policy, including the names of the Director of CR and EEO counselors, in all FHWA offices.
 - 9) Notifying all managers and supervisors of the roles and responsibilities of the EEO counselors and the importance of cooperating with them as they attempt informal resolution of potential EEO complaints by employees and applicants for employment.

The Director of CR serves as the FHWA EEO Officer and is responsible for the following:

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

- 10) Attempting to informally resolve and dispose of allegations of discrimination before they are formally filed as complaints.
- 11) Providing EEO staff support and assistance, as required, to the Eastern Federal Lands Highway Division located in Sterling, Virginia, as well as to the Core Business Units (CBUs) and Service Business Units (SBUs).
- 12) Reporting periodically to the Administrator and Deputy Administrator on the status of EEO and AEPs throughout the Agency.
- 4) Monitoring EEO and AEPs throughout the Resource Center to assure implementation of program objectives.
- 5) Reporting periodically to the Director on the status of EEO and AEPs throughout the Resource Center.
- 6) Ensuring that all persons with EEO and AEP responsibilities are knowledgeable and adequately trained and that managers and supervisors are aware of the rights of all employees, Departmental and Agency EEO policies, and relevant Departmental guidance.

The Director of Human Resources (HR) is responsible for the following:

- 1) Directing personnel activities and working in conjunction with the Director of CR to develop, issue, and monitor the annual FHWA Federal Equal Opportunity Recruitment Program (FEORP), which conveys to Agency managers the overall recruitment activities necessary to accomplish the objectives of the AEP.
- 2) Providing technical assistance and program resources to assist Agency managers and supervisors in fostering the employment and advancement of minorities and women.
- 3) Ensuring the accuracy of workforce data submitted to the Office of Personnel Management's (OPM) Central Personnel Data File.
- 7) Advising the Director on all matters affecting the implementation of the Department's and Agency's EEO policy and program under their jurisdiction.
- 8) Monitoring and reporting on implementation of national employment objectives and action items.
- 9) Publicizing EEO and AEP policy, including the names of the CR Director and the EEO counselors, to all Resource Center employees and applicants for employment.
- 10) Notifying all managers and supervisors in the Resource Center and Divisions of the responsibilities and objectives of the EEO counselors and the importance of cooperating with the counselors as they attempt informal resolution of allegations of discrimination by employees and applicants for employment.

Resource Center Civil Rights Specialists are responsible for the following:

- 1) Communicating with executives and managers concerning the implementation of policies affecting EEO and affirmative employment for minorities and women.
- 2) Ensuring that adequate record keeping and information systems are established and in operation throughout the Resource Center for monitoring and evaluating EEO and affirmative employment programs.
- 11) Providing training, guidance, and assistance upon request to the EEO counselors.
- 12) Providing process advice to EEO counselors upon request and input to the CR Director and Division Administrators on personnel being considered for vacancies as counselors, Collateral Duty Civil Rights Assistants, and Division Civil Rights Specialist.

- 3) Ensuring adherence to equal employment opportunity and affirmative employment program reporting instructions pursuant to current EEOC directives and internal Departmental and Agency guidance.

Managers and Supervisors are responsible for the following:

- 1) Managing the AEP down throughout the subordinate organizational units and developing a plan of action in support of the Agency-wide plan.

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

- 2) Ensuring that all subordinate supervisors are taking appropriate action in support of FHWA's objectives to achieve a fully-integrated workforce at all levels.
- 3) Reviewing the selection actions when filling positions and considering workforce diversity goals when making selections for positions in series and/or grades in which underrepresentation exists.
- 4) Maintaining a work environment free from conditions that may result in disparate or unequal treatment among coworkers.
- c) Reviewing the Agency's plans and programs to ensure that they do not impact negatively on the employment of women.
- d) Providing technical advice and assistance to unit managers and supervisors, field FWPMs, Division FWP representatives, and the Federal Lands Highway Division on the implementation of the FWP.
- e) Participating in the development and implementation of affirmative action plans to ensure that these plans address the underrepresentation and underutilization of women.

The Executive Officers of the three Federal Lands Highway Divisions are responsible for AEP implementation and monitoring activities similar to responsibilities (1) through (11) of the Resource Center Civil Rights Specialist. The Executive Officers are also responsible for advising Division Engineers of significant developments regarding the status of and options to resolve formal discrimination complaints.

The civil rights staff at all levels are responsible for assisting and advising management, administrative personnel, and complainants on the informal counseling and formal complaint processes.

The EEO counselors are responsible for counseling any employee or applicant for employment who believes that he or she has been discriminated against because of race, color, religion, sex, national origin, age, disability, sexual orientation, or as some form of retaliation.

The Special Emphasis Program Managers are responsible for the following:

- 1) Federal Women's Program Manager (FWPM). The FWPM is responsible for the following:
 - a) Serving as the principal resource person and staff advisor to the CR Director on Federal regulations pertaining to the unique concerns/problems related to equal opportunity and affirmative action for women.
 - b) Developing a Federal Women's Program (FWP) plan for the Agency that includes, but is not limited to, program direction, guidelines, technical assistance, and evaluation.

- 2) Hispanic Employment Program Manager (HEPM). The HEPM's responsibilities are similar to the FWPM's responsibilities, with the following exceptions:

- a) Establishing and maintaining outreach efforts and relationships with organizations and groups representing the Hispanic community.
- b) Identifying recruitment sources and participating in activities that will increase the effectiveness of the Hispanic Employment Program (HEP).
- c) Evaluating HEP results to determine the program's effectiveness in reducing the underrepresentation of Hispanics in the workforce.
- d) Communicating with employees and organizations to assess and strengthen their understanding, cooperation, and program support.

Unit Managers, as well as all other managers and supervisors, are expected to provide EEO leadership and direction within their respective organizational units by implementing their responsibilities in a manner that prevents discrimination, provides equal opportunity for training and development, and ensures fair treatment in all terms and conditions of employment in compliance with the Department's and Agency's objectives and obligation in the EEO area. The accomplishment of EEO objectives will be evaluated along with other program objectives during the performance evaluation process.

FEDERAL HIGHWAY ADMINISTRATION

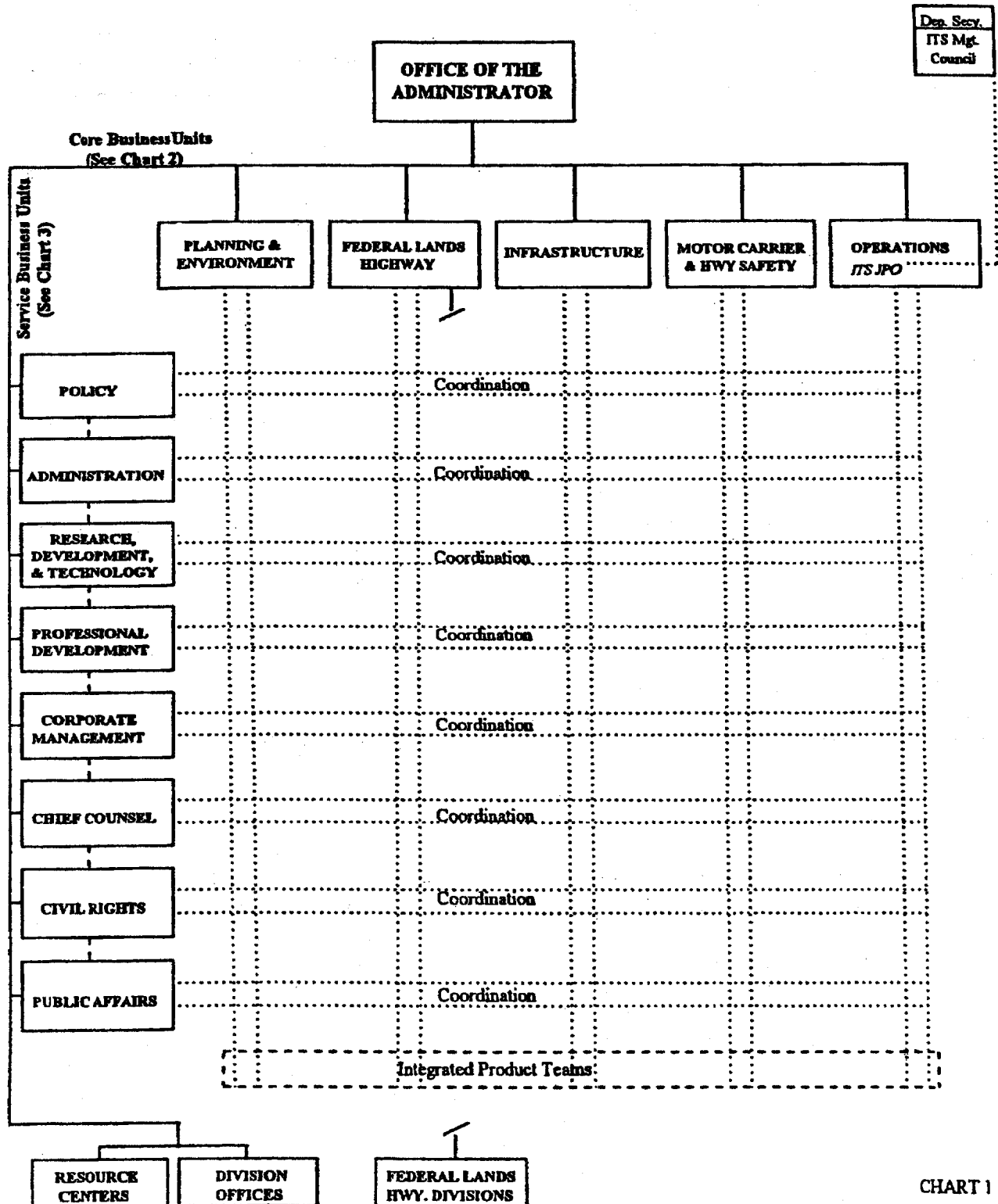
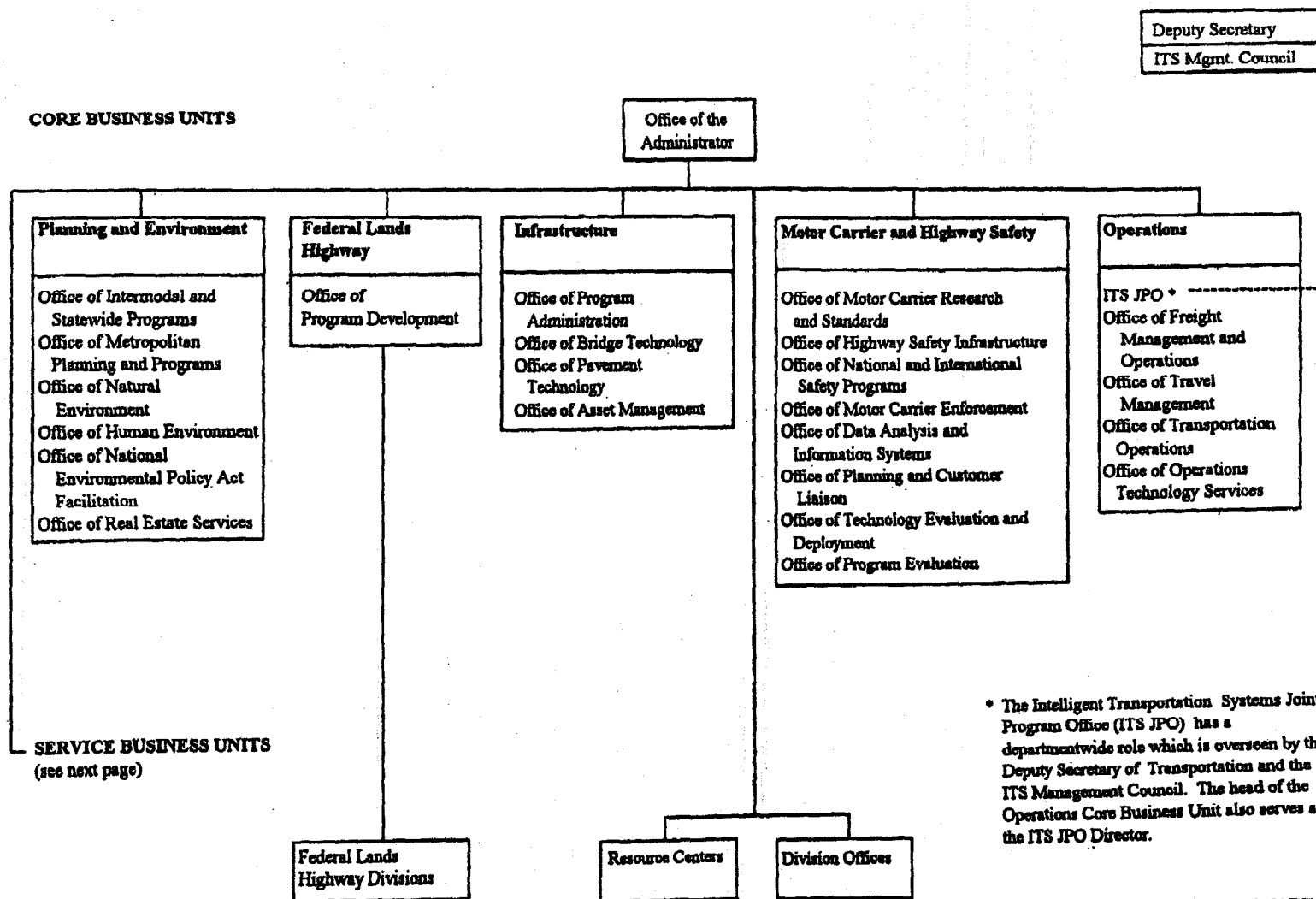


CHART 1

FEDERAL HIGHWAY ADMINISTRATION



* The Intelligent Transportation Systems Joint Program Office (ITS JPO) has a departmentwide role which is overseen by the Deputy Secretary of Transportation and the ITS Management Council. The head of the Operations Core Business Unit also serves as the ITS JPO Director.

CHART 2

FEDERAL HIGHWAY ADMINISTRATION

SERVICE BUSINESS UNITS

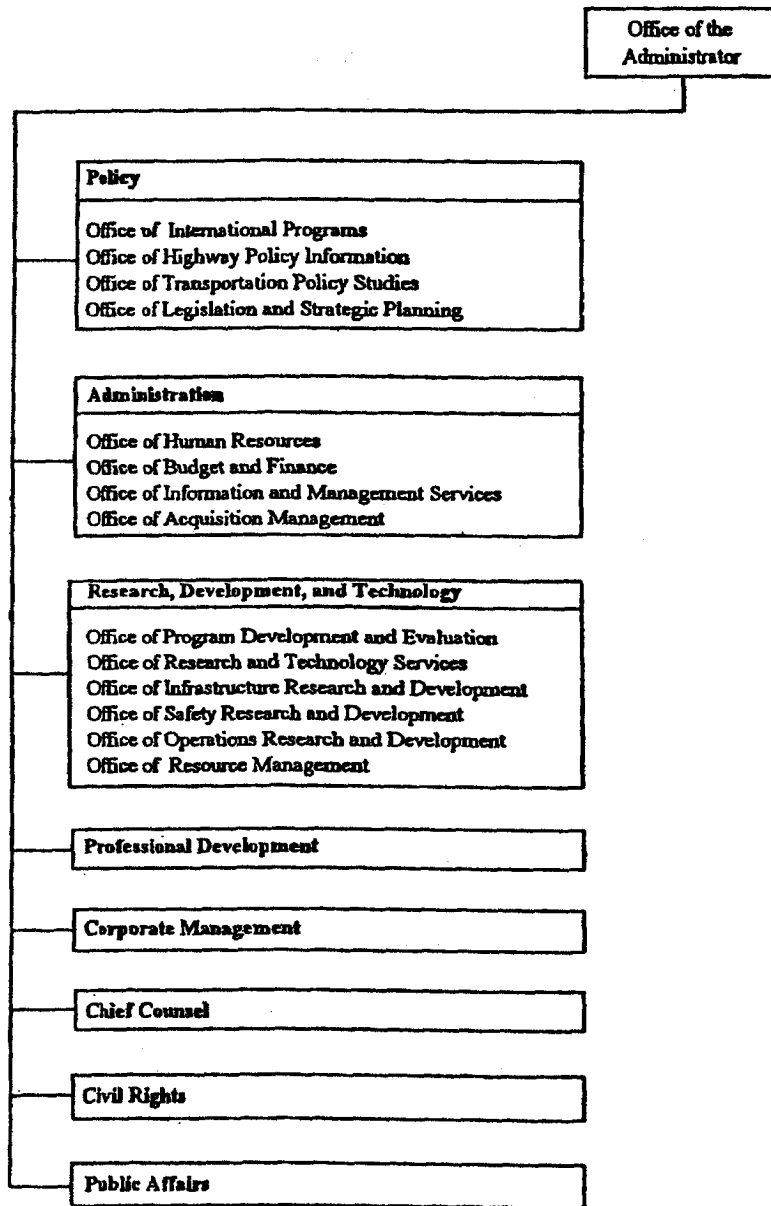



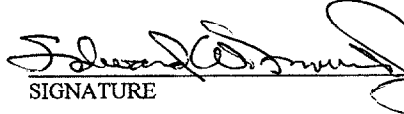
CHART 3

CERTIFICATION OF QUALIFICATIONS OF EEO OFFICIALS

As the Director of the Office of Human Resources and Director, Civil Rights Service Business Unit for the Federal Highway Administration, we certify that the qualifications of the Washington Headquarters and Field offices' (i.e. Resource Centers and Division offices) Equal Opportunity Officers meet the standards outlined in Qualifications Standards for General Schedule Positions -- Equal Opportunity Compliance GS-360.

The Headquarters and Field personnel are classified in the 360 series because the majority of their duties involve external nondiscrimination, equal opportunity, and equal employment opportunity programs (i.e. Title VI and related nondiscrimination programs, Environmental justice, external complaints, Disadvantaged Business Enterprises, On -the-Job Training, OJT and DBE Supportive Services, Contractor compliance, Americans with Disabilities Act and special emphasis programs such as Women in Highway Construction, Welfare-to-Work, Indian Employment on and near reservations, and Summer Transportation Institutes).


SIGNATURE 8/27/99
DATE


SIGNATURE 8/23/99
DATE

Plan for the Prevention of Sexual Harrassment

This section describes the policy regarding sexual harassment and the actions taken to prevent sexual harassment in the workplace.

Issuance of Policy Statement

The FHWA is committed to providing a work environment free of sexual harassment. An official statement of the Agency's policy regarding sexual harassment was issued on December 2, 1998. It is the intention of the Agency to discourage employee misconduct that undermines the integrity of the employment relationship and the principle of good personnel management. At the same time, it is not the intention of the Agency to regulate the social interaction or relationships freely entered into by Department employees.

Sexual harassment is a violation of Title VII of the Civil Rights Act of 1964, as amended, and is a prohibited personnel practice. Complaint channels include the Administrative and Negotiated Grievance Systems; the Discrimination Complaint Process; the DOT's Inspector General; the Criminal Complaint Process; and informal challenges, supervisory intervention, and preventative measures.

Other Issuances

A sexual harassment statement is included in the Agency's Employee Handbook, Chapter VII, B, "Conduct During Working Hours."

Training Managers/Supervisors/Employees

Awareness of sexual harassment is an integral part of mandatory supervisory and managerial training of Headquarters and field staff. Five videos on recognition and prevention of sexual harassment have been purchased and

are available to WH and field offices through the FHWA Video Library. The titles of the videos are as follows:

Sexual Harassment: Intent vs. Impact
Sexual Harassment in the Workplace
Handling the Sexual Harassment Complaint
Subtle Sexual Harassment
Sexual Harassment: Is It or Isn't It?

The FHWA continues to seek relevant, up-to-date videos on sexual harassment issues for inclusion in its library. Concepts and discussions concerning sexual harassment are included in supervisory training courses to apprise supervisors of their duties and responsibilities.

Other Actions

- 1) During FY 94, FHWA hired a consulting firm specializing in sexual harassment to present training that provided basic information to all employees and supervisors. It included the legal definition and behavioral aspects of sexual harassment; the responsibilities of the Agency, the supervisor, and the employee for preventing sexual harassment; some suggested practices for dealing with alleged sexual harassment; and an exploration of some workplace issues that relate to sexual harassment. Periodic sexual harassment prevention efforts are conducted at the local level by Resource Center and Headquarter's Civil Rights personnel.
- 2) The FHWA New Employee Orientation Program manual includes a chapter on EEO/Sexual Harassment. Each new employee receives a copy of the manual, which contains the Agency's Sexual Harassment Policy Statement and a brief overview concerning sexual harassment in the workplace. New employees also receive a copy of "Preventing Sexual Harassment—A Fact Sheet for Employees," published by The Bureau of National Affairs, Inc.

Statement of Adequate Monitoring/ Evaluation of Systems

Within the first quarter of each fiscal year, the Agency should conduct an internal evaluation covering accomplishments during the previous fiscal year in EEO and affirmative employment. The Civil Rights and Human Resources SBUs will have overall responsibility for conducting the review and determining how to utilize personnel and EEO staff. In addition to covering the topics and data required for reporting annually to the EEOC, as set forth in the Management Directive, the review system will take into account information from the following:

- 1) An automated information system will be used to provide data, on not less than an annual (fiscal year) basis, showing representation of minorities and women in each major occupational category as of the end of the review period.
- 2) The evaluation report will summarize in narrative form the trends reflected in the data, apparent reasons for gains and losses, and recommendations for addressing lingering problems of underrepresentation and the conspicuous absence of minorities and women.
- 3) An assessment will be made of the extent to which identified barriers to employment are relevant and within the Agency's control. The effectiveness of innovative staffing techniques and revisions to Agency selection procedures, as they relate to such barriers, will also be addressed.
- 4) An assessment will be made of the effectiveness of joint planning for affirmative employment on the part of CR and HR staff and other management staff.
- 5) The Executive Director, or designees, will review proposed selections for key positions in which there is underrepresentation and discuss with the selection officials, personnel office staff, and other management officials any apparent failure to give full consideration to affirmative employment objectives. To eliminate underrepresentation in jobs that lead to leadership positions, Unit Managers will review proposed selections for positions in which there is underrepresentation and discuss affirmative employment considerations with the selecting official.

Appendix B

An analysis of the Federal Highway Administration's workforce was conducted by comparing selected occupations in the professional, administrative, technical, and clerical categories to the 1990 National Civilian Labor Force. The following occupations were considered in the comparison.

PROFESSIONAL

- Community Planner
- * Division Administrators
- * Assistant Division Administrator
- * Division Directors
- * Civil Engineering

ADMINISTRATIVE

- ** Division Administrator
- ** Assistant Division Administrator
- ** State Director
- Realty Specialist
- Transportation Specialist
- Motor Carrier Specialist
- Highway Safety Specialist
- Computer System Specialist

TECHNICAL

- Engineering Technician

CLERICAL

- Secretary

* Positions advertised in the 800 occupational series

** Positions advertised in the 300 occupational series

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

FEDERAL HIGHWAY ADMINISTRATION

OCCUPATIONAL SERIES WITHIN PATCOB CATEGORY

SERIES	OPM CLASSIFICATION-TITLE
OCCUPATIONAL CATEGORY: PROFESSIONAL	
0020	COMMUNITY PLANNING
0101	SOCIAL SCIENCE
0110	ECONOMIST
0180	PSYCHOLOGY
0193	ARCHEOLOGY
0401	GENERAL BIOLOGICAL SCIENCE
0408	ECOLOGY
0510	ACCOUNTING
0801	GENERAL ENGINEERING
0806	MATERIALS ENGINEERING
0807	LANDSCAPE ARCHITECTURE
0808	ARCHITECTURE
0810	CIVIL ENGINEERING
0830	MECHANICAL ENGINEERING
0850	ELECTRICAL ENGINEERING
0854	COMPUTER ENGINEERING
0855	ELECTRONICS ENGINEERING
0894	WELDING ENGINEERING
0905	GENERAL ATTORNEY
1102	CONTRACT & PROCUREMENT
1301	GENERAL PHYSICAL SCIENCE
1306	HEALTH PHYSICS
1320	CHEMISTRY
1350	GEOLOGY
1515	OPERATIONS RESEARCH
1529	MATHEMATICAL STATISTICIAN
1701	GENERAL EDUCATION & TRAINING
OCCUPATIONAL CATEGORY: ADMINISTRATIVE	
0028	ENVIRONMENTAL SPECIALIST
0201	PERSONNEL MANAGEMENT
0212	PERSONNEL STAFFING
0230	LABOR MANAGEMENT & EMPLOYEE RELATIONS
0235	EMPLOYEE DEVELOPMENT
0301	MISCELLANEOUS ADMINISTRATION AND PROGRAM
0334	COMPUTER SPECIALIST
0340	PROGRAM MANAGEMENT
0341	ADMINISTRATIVE OFFICER
0342	SUPPORT SERVICES ADMINISTRATION
0343	MANAGEMENT ANALYSIS
0360	EQUAL OPPORTUNITY COMPLIANCE
0501	GENERAL ACCOUNTING AND ADMINISTRATIVE
0505	FINANCIAL MANAGEMENT
0560	BUDGET ANALYSIS
0950	PARALEGAL SPECIALIST
1001	GENERAL ARTS & INFORMATION
1035	PUBLIC AFFAIRS
1082	WRITING & EDITING
1170	REALTY
1171	APPRAISING & ASSESSING
1670	EQUIPMENT SPECIALIST
2001	GENERAL SUPPLY

SERIES	OPM CLASSIFICATION-TITLE
2003	SUPPLY PROGRAM MANAGEMENT
2101	GENERAL TRANSPORTATION
2110	TRANSPORTATION INDUSTRY ANALYSIS
2123	MOTOR CARRIER SAFETY
2125	HIGHWAY SAFETY
OCCUPATIONAL CATEGORY: TECHNICAL	
0203	PERSONNEL CLERICAL & ASSISTANCE
0301	MISCELLANEOUS ADMINISTRATION AND PROGRAM
0303	MISCELLANEOUS CLERK AND ASSISTANT
0326	OFFICE AUTOMATION CLERICAL AND ASSISTANCE
0335	COMPUTER CLERK AND ASSISTANT
0361	EQUAL OPPORTUNITY ASSISTANCE
0503	FINANCIAL CLERICAL AND ASSISTANCE
0525	ACCOUNTING TECHNICIAN
0802	ENGINEERING TECHNICIAN
0817	SURVEYING TECHNICIAN
0856	ELECTRONICS TECHNICIAN
0986	LEGAL CLERK & TECHNICIAN
1105	PURCHASING
1371	CARTOGRAPHIC TECHNICIAN
1373	LAND SURVEYING
1531	STATISTICAL ASSISTANT
2001	GENERAL SUPPLY
2101	GENERAL TRANSPORTATION
2102	TRANSPORTATION CLERK AND ASSISTANT
OCCUPATIONAL CATEGORY: CLERICAL	
0203	PERSONNEL CLERICAL & ASSISTANCE
0303	MISCELLANEOUS CLERK AND ASSISTANT
0305	MAIL & FILE
0309	CORRESPONDENCE CLERK
0318	SECRETARY
0326	OFFICE AUTOMATION CLERICAL AND ASSISTANCE
0503	FINANCIAL CLERICAL AND ASSISTANCE
0540	VOUCHER EXAMINING
1106	PROCUREMENT CLERICAL & ASSISTANCE
2005	SUPPLY CLERICAL & TECHNICIAN
2102	TRANSPORTATION CLERK AND ASSISTANT
OCCUPATIONAL CATEGORY: OTHER	
0099	GENERAL STUDENT TRAINEE
0399	ADMINISTRATION AND OFFICE SUPPORT STUDENT TRAINEE
0599	ACCOUNTING STUDENT TRAINEE
0899	ENGINEERING & ARCHITECTURE STUDENT TRAINEE
BLUE COLLAR OCCUPATIONS	
4701	MISCELLANEOUS GENERAL MAINTENANCE
4749	MAINTENANCE MECHANIC
5729	DRILL RIG OPERATING
6907	WAREHOUSE WORKING

Exceptions: For some occupations, category is grade dependent

NATIONAL DISTRIBUTION OF EEO GROUPS AND COMPARISON BY PATCOB

EXHIBIT I

(In percent)

Occupational Category	TOTAL			WHITE		BLACK		HISPANIC		ASIAN AMER./ PACIFIC ISL.		AMER. INDIAN/ ALASKA NAT.		TOTAL MINORITIES		
	All	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	All	Men	Women
Agency Professional	100	85.82	14.17	72.54	11.13	3.52	1.10	3.87	0.55	5.25	1.31	0.62	0.06	16.28	13.26	3.02
Civilian Labor Force	100	63.00	37.00	54.70	30.30	2.40	3.20	2.10	1.40	3.50	1.90	0.20	0.20	14.90	8.20	6.70
Difference		22.82	-22.83	17.84	-19.17	1.12	-2.10	1.77	-0.85	1.75	-0.59	0.42	-0.14	1.38	5.06	-3.68
Agency Administrative	100	61.88	38.11	52.52	26.03	5.28	9.73	2.33	1.05	1.13	0.75	0.60	0.52	21.39	9.34	12.05
Civilian Labor Force	100	50.00	50.00	42.10	40.40	3.60	5.30	2.60	2.60	1.40	1.40	0.30	0.30	17.50	7.90	9.60
Difference		11.88	-11.89	10.42	-14.37	1.68	4.43	-0.27	-1.55	-0.27	-0.65	0.30	0.22	3.89	1.44	2.45
Agency Technical	100	42.36	57.63	36.34	38.75	3.01	15.66	3.01	2.40	0.00	0.40	0.00	0.40	24.88	6.02	18.86
Civilian Labor Force	100	45.10	54.90	36.10	42.90	3.60	6.60	3.20	3.40	1.90	1.60	0.40	0.40	21.10	9.10	12.00
Difference		-2.74	2.73	0.24	-4.15	-0.59	9.06	-0.19	-1.00	-1.90	-1.20	-0.40	0.00	3.78	-3.08	6.86
Agency Clerical	100	4.66	95.33	2.33	60.31	1.94	28.40	0.38	3.89	0.00	1.55	0.00	1.16	37.32	2.32	35.00
Civilian Labor Force	100	19.50	80.50	14.00	63.40	2.80	9.60	1.70	5.20	0.80	1.90	0.10	0.50	22.60	5.40	17.20
Difference		-14.84	14.83	-11.67	-3.09	-0.86	18.80	-1.32	-1.31	-0.80	-0.35	-0.10	0.66	14.72	-3.08	17.80
Agency Other	100	53.57	46.42	32.14	28.57	7.14	7.14	10.71	10.71	3.57	0.00	0.00	0.00	39.27	21.42	17.85
Civilian Labor Force	100	84.30	15.70	67.60	11.20	9.70	3.20	4.80	1.00	1.20	0.30	0.90	0.20	21.30	16.60	4.70
Difference		-30.73	30.72	-35.46	17.37	-2.56	3.94	5.91	9.71	2.37	-0.30	-0.90	-0.20	17.97	4.82	13.15
Agency Blue Collar	100	100.00	0.00	81.81	0.00	9.09	0.00	0.00	0.00	0.00	0.00	9.09	0.00	18.18	18.18	0.00
Civilian Labor Force	100	85.90	14.10	65.40	9.80	9.10	2.20	8.70	1.50	1.70	0.50	0.80	0.20	24.70	20.30	4.40
Difference		14.10	-14.10	16.41	-9.80	-0.01	-2.20	-8.70	-1.50	-1.70	-0.50	8.29	-0.20	-6.52	-2.12	-4.40

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

NATIONAL NUMERICAL OBJECTIVE ACCOMPLISHMENTS BY PATCOB

EXHIBIT II

Series Name Category	YEAR	TOTAL			WHITE		BLACK		HISPANIC		ASIAN AMER./ PACIFIC ISL.		AMER. INDIAN/ ALASKA NAT.		TOTAL MINORITIES		
		All	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	All	Men	Women
Professional	1995	1502	1293	209	1099	171	52	13	60	6	74	18	8	1	232	194	38
	1997	1446	1241	205	1049	161	51	16	56	8	76	19	9	1	236	192	44
	+/-	-56	-52	-4	-50	-10	-1	3	-4	2	2	1	1	0	4	-2	6
Administrative	1995	1225	786	439	680	309	66	107	23	8	12	10	5	5	236	106	130
	1997	1325	820	505	696	345	70	129	31	14	15	10	8	7	284	124	160
	+/-	100	34	66	16	36	4	22	8	6	3	0	3	2	48	18	30
Technical	1995	435	209	226	182	160	11	50	16	8	0	4	0	4	93	27	66
	1997	498	211	287	181	193	15	78	15	12	0	2	0	2	124	30	94
	+/-	63	2	61	-1	33	4	28	-1	4	0	-2	0	-2	31	3	28
Clerical	1995	336	20	316	13	216	7	86	0	5	0	5	0	4	107	7	100
	1997	257	12	245	6	155	5	73	1	10	0	4	0	3	96	6	90
	+/-	-79	-8	-71	-7	-61	-2	-13	1	5	0	-1	0	-1	-11	-1	-10
Other	1995	42	27	15	21	10	3	3	1	2	2	0	0	0	11	6	5
	1997	28	15	13	9	8	2	2	3	3	1	0	0	0	11	6	5
	+/-	-14	-12	-2	-12	-2	-1	-1	2	1	-1	0	0	0	0	0	0
Blue collar	1995	9	9	0	6	0	2	0	0	0	0	0	1	0	3	3	0
	1997	11	11	0	9	0	1	0	0	0	0	0	1	0	2	2	0
	+/-	2	2	0	3	0	-1	0	0	0	0	0	0	0	-1	-1	0
Total	1995	3549	2344	1205	2001	866	141	259	100	29	88	37	14	14	682	343	339
	1997	3565	2310	1255	1950	862	144	298	106	47	92	35	18	13	753	360	393
	+/-	16	-34	50	-51	-4	3	39	6	18	4	-2	4	-1	71	17	54

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

NATIONAL (FIELD & WH) DISTRIBUTION OF EEO GROUPS AND COMPARISON FOR MAJOR OCCUPATIONS

EXHIBIT III

(In percent)

Occupational Category		TOTAL			WHITE		BLACK		HISPANIC		ASIAN AMER./ PACIFIC ISL.		AMER. INDIAN/ ALASKA NAT.		TOTAL MINORITIES		
		All	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	All	Men	Women
Secretary	Agency	100	1.53	98.46	1.02	53.46	0.51	33.84	0.00	4.10	0.00	1.53	0.00	0.51	40.49	0.51	39.98
	Civilian Labor Force	100	19.50	80.50	14.00	63.40	2.80	9.60	1.70	5.20	0.80	1.90	0.10	0.50	22.60	5.40	17.20
	Difference		-17.97	17.96	-12.98	-4.94	-2.29	24.24	-1.70	-1.10	-0.80	-0.37	-0.10	0.01	17.89	-4.89	22.78
Engineering Technician	Agency	100	91.84	8.15	79.34	7.60	4.34	0.00	8.15	0.00	0.00	0.00	0.00	0.54	13.03	12.49	0.54
	Civilian Labor Force	100	45.10	54.90	36.10	42.90	3.60	6.60	3.20	3.40	1.90	1.60	0.40	0.40	21.10	9.10	12.00
	Difference		46.74	-46.75	43.24	-35.30	0.74	-6.60	4.95	-3.40	-1.90	-1.60	-0.40	0.14	-8.07	3.39	-11.46
Civil Engineering	Agency	100	89.38	10.61	75.87	8.37	3.06	0.58	4.22	0.49	5.72	1.16	0.49	0.00	15.72	13.49	2.23
	Civilian Labor Force	100	92.97	6.96	79.20	5.54	2.74	0.41	3.35	0.31	7.39	0.68	0.29	0.02	15.19	13.77	1.42
	Difference		-3.59	3.65	-3.33	2.83	0.32	0.17	0.87	0.18	-1.67	0.48	0.20	-0.02	0.53	-0.28	0.81
Realty	Agency	100	83.56	16.43	76.71	15.06	2.73	1.36	4.10	0.00	0.00	0.00	0.00	0.00	8.19	6.83	1.36
	Civilian Labor Force	100	50.00	50.00	42.10	40.40	3.60	5.30	2.60	2.60	1.40	1.40	0.30	0.30	17.50	7.90	9.60
	Difference		33.56	-33.57	34.61	-25.34	-0.87	-3.94	1.50	-2.60	-1.40	-1.40	-0.30	-0.30	-9.31	-1.07	-8.24
Transport. Specialist	Agency	100	60.23	39.76	53.93	26.37	3.54	11.81	1.57	0.78	0.78	0.39	0.39	0.39	19.65	6.28	13.37
	Civilian Labor Force	100	50.00	50.00	42.10	40.40	3.60	5.30	2.60	2.60	1.40	1.40	0.30	0.30	17.50	7.90	9.60
	Difference		10.23	-10.24	11.83	-14.03	-0.06	6.51	-1.03	-1.82	-0.62	-1.01	0.09	0.09	2.15	-1.62	3.77
Motor Carrier Safety	Agency	100	69.68	30.31	58.26	23.22	5.11	4.72	3.54	1.57	1.57	0.00	1.18	0.78	18.47	11.40	7.07
	Civilian Labor Force	100	50.00	50.00	42.10	40.40	3.60	5.30	2.60	2.60	1.40	1.40	0.30	0.30	17.50	7.90	9.60
	Difference		19.68	-19.69	16.16	-17.18	1.51	-0.58	0.94	-1.03	0.17	-1.40	0.88	0.48	0.97	3.50	-2.53
Highway Safety	Agency	100	84.81	15.18	74.05	12.02	7.59	2.53	1.26	0.00	0.63	0.00	1.26	0.63	13.90	10.74	3.16
	Civilian Labor Force	100	50.00	50.00	42.10	40.40	3.60	5.30	2.60	2.60	1.40	1.40	0.30	0.30	17.50	7.90	9.60
	Difference		34.81	-34.82	31.95	-28.38	3.99	-2.77	-1.34	-2.60	-0.77	-1.40	0.96	0.33	-3.60	2.84	-6.44
Computer System Spec.	Agency	100	59.30	40.69	51.16	31.39	4.65	4.65	1.16	1.16	1.16	3.50	1.16	0.00	17.44	8.13	9.31
	Civilian Labor Force	100	50.00	50.00	42.10	40.40	3.60	5.30	2.60	2.60	1.40	1.40	0.30	0.30	17.50	7.90	9.60
	Difference		9.30	-9.31	9.06	-9.01	1.05	-0.65	-1.44	-1.44	-0.24	2.10	0.86	-0.30	-0.06	0.23	-0.29
Community Planner	Agency	100	78.50	21.50	63.44	12.90	7.53	4.30	2.15	0.00	4.30	4.30	1.07	0.00	23.65	15.05	8.60
	Civilian Labor Force	100	63.00	37.00	54.70	30.30	2.40	3.20	2.10	1.40	3.50	1.90	0.20	0.20	14.90	8.20	6.70
	Difference		15.50	-15.50	8.74	-17.40	5.13	1.10	0.05	-0.31	0.80	2.40	0.87	-0.02	8.75	6.85	1.90

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

EXHIBIT IV

NATIONAL (FIELD & WH) NUMERICAL OBJECTIVE ACCOMPLISHMENTS BY MAJOR OCCUPATIONS

Series Name Category	YEAR	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMER./ PACIFIC ISL.		AMER. INDIAN/ ALASKA NAT.		TOTAL MINORITIES	
		All	Men Women	Men Women	Men Women	Men Women	Men Women	Men Women	Men Women	Men Women	Men Women	Men Women	Men Women	All	Men Women
Secretary	1995	239	4 235	3 155	1 71	0 4	0 3	0 2	0 1	0 2	0 1	0 2	0 1	81	1 80
	1997	195	3 192	2 114	1 66	0 8	0 3	0 1	0 1	0 1	0 1	0 1	0 1	79	1 78
	+/-	-44	-1 -43	-1 -41	0 -5	0 4	0 0	0 0	0 0	0 0	0 0	0 0	0 0	-2	0 -2
Engineering Technician	1995	186	174 12	151 9	7 1	16 0	0 1	0 1	0 1	0 1	0 1	0 1	0 1	26	23 3
	1997	184	169 15	146 14	8 0	15 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	24	23 1
	+/-	-2	-5 3	-5 5	1 -1	-1 0	0 -1	0 0	0 0	0 0	0 0	0 0	0 0	-2	0 -2
Civil Engineering	1995	1248	1123 125	961 103	38 5	54 4	64 13	6 0	6 0	6 0	6 0	6 0	6 0	184	162 22
	1997	1206	1078 128	915 101	37 7	51 6	69 14	6 0	6 0	6 0	6 0	6 0	6 0	190	163 27
	+/-	-42	-45 3	-46 -2	-1 2	-3 2	5 1	0 0	0 0	0 0	0 0	0 0	0 0	6	1 5
Realty	1995	81	70 11	64 9	3 2	3 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	8	6 2
	1997	73	61 12	56 11	2 1	3 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	6	5 1
	+/-	-8	-9 1	-8 2	-1 -1	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	-2	-1 -1
Transportation Specialist	1995	194	122 72	112 46	6 22	3 2	1 1	0 1	0 1	0 1	0 1	0 1	0 1	36	10 26
	1997	254	153 101	137 67	9 30	4 2	2 1	1 1	1 1	1 1	1 1	1 1	1 1	50	16 34
	+/-	60	31 29	25 21	3 8	1 0	1 0	0 0	0 0	0 0	0 0	0 0	0 0	14	6 8
Motor Carrier Safety	1995	257	184 73	161 60	13 10	5 2	4 0	1 1	1 1	1 1	1 1	1 1	1 1	36	23 13
	1997	254	177 77	148 59	13 12	9 4	4 0	3 2	3 2	3 2	3 2	3 2	3 2	47	29 18
	+/-	-3	-7 4	-13 -1	0 2	4 2	0 0	0 0	0 0	0 0	0 0	0 0	0 0	11	6 5
Highway Safety	1995	166	144 22	128 18	10 3	3 0	1 0	2 1	2 1	2 1	2 1	2 1	2 1	20	16 4
	1997	158	134 24	117 19	12 4	2 0	1 0	2 1	2 1	2 1	2 1	2 1	2 1	22	17 5
	+/-	-8	-10 2	-11 1	2 1	-1 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	2	1 1
Computer System Specialist	1995	74	40 34	34 27	4 4	0 0	1 3	1 0	1 0	1 0	1 0	1 0	1 0	13	6 7
	1997	86	51 35	44 27	4 4	1 1	1 3	1 0	1 0	1 0	1 0	1 0	1 0	15	7 8
	+/-	12	11 1	10 0	0 0	1 1	0 0	0 0	0 0	0 0	0 0	0 0	0 0	2	1 1
Community Planners	1995	88	69 19	55 14	5 2	3 0	5 3	1 0	1 0	1 0	1 0	1 0	1 0	19	14 5
	1997	93	73 20	59 12	7 4	2 0	4 4	1 0	1 0	1 0	1 0	1 0	1 0	22	14 8
	+/-	5	4 1	4 -2	2 2	-1 0	-1 1	0 0	0 0	0 0	0 0	0 0	0 0	3	0 3
Total	1995	2533	1930 603	1669 441	87 120	87 12	76 24	11 6	11 6	11 6	11 6	11 6	11 6	423	261 162
	1997	2503	1899 604	1624 424	93 128	87 21	81 25	14 6	14 6	14 6	14 6	14 6	14 6	455	275 180
	+/-	-30	-31 1	-45 -17	6 8	0 0	5 1	3 0	3 0	3 0	3 0	3 0	3 0	32	14 18

FIELD ONLY DISTRIBUTION OF EEO GROUPS AND COMPARISON FOR MAJOR OCCUPATIONS

EXHIBIT V

(In percent)

Occupational Category		TOTAL			WHITE		BLACK		HISPANIC		ASIAN AMER./ PACIFIC ISL.		AMER. INDIAN/ ALASKA NAT.		TOTAL MINORITIES		
		All	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	All	Men	Women
Secretary	Field	100	1.61	98.39	1.61	75.81	0.00	13.71	0.00	5.64	0.00	2.42	0.00	0.81	22.58	0.00	22.58
	Civilian Labor Force	100	19.50	80.50	14.00	63.40	2.80	9.60	1.70	5.20	0.80	1.90	0.10	0.50	22.60	5.40	17.20
	Difference		-17.89	17.89	-12.39	12.41	-2.80	4.11	-1.70	0.44	-0.80	0.52	-0.10	0.31	-0.02	-5.40	5.38
Engineering Technician	Field	100	91.71	8.29	79.00	7.73	4.42	0.00	8.29	0.00	0.00	0.00	0.00	0.55	13.26	12.71	0.55
	Civilian Labor Force	100	45.10	54.90	36.10	42.90	3.60	6.60	3.20	3.40	1.90	1.60	0.40	0.40	21.10	9.10	12.00
	Difference		46.61	-46.61	42.90	-35.17	0.82	-6.60	5.09	-3.40	-1.90	-1.60	-0.40	0.15	-7.84	3.61	-11.45
Civil Engineering	Field	100	88.73	11.27	76.64	9.32	2.35	0.31	4.00	0.62	5.22	1.02	0.51	0.00	14.03	12.08	1.95
	Civilian Labor Force	100	93.02	6.98	79.20	5.54	2.74	0.41	3.35	0.31	7.39	0.68	0.29	0.02	15.19	13.77	1.42
	Difference		-4.29	4.29	-2.56	3.78	-0.39	-0.10	0.65	0.31	-2.17	0.34	0.22	-0.02	-1.16	-1.69	0.53
Realty	Field	100	82.26	17.74	74.19	16.13	3.22	1.61	4.84	0.00	0.00	0.00	0.00	0.00	9.67	8.06	1.61
	Civilian Labor Force	100	50.00	50.00	42.10	40.40	3.60	5.30	2.60	2.60	1.40	1.40	0.30	0.30	17.50	7.90	9.60
	Difference		32.26	-32.26	32.09	-24.27	-0.38	-3.69	2.24	-2.60	-1.40	-1.40	-0.30	-0.30	-7.83	0.16	-7.99
Transport. Specialist	Field	100	77.27	22.73	68.18	20.46	2.28	2.28	4.44	0.00	0.00	0.00	2.28	0.00	11.28	9.00	2.28
	Civilian Labor Force	100	50.00	50.00	42.10	40.40	3.60	5.30	2.60	2.60	1.40	1.40	0.30	0.30	17.50	7.90	9.60
	Difference		27.27	-27.27	26.08	-19.94	-1.32	-3.02	1.84	-2.60	-1.40	-1.40	1.98	-0.30	-6.22	1.10	-7.32
Motor Carrier Safety	Field	100	69.69	30.31	58.27	23.23	5.12	4.72	3.54	1.57	1.57	0.00	1.18	0.78	18.48	11.41	7.07
	Civilian Labor Force	100	50.00	50.00	42.10	40.40	3.60	5.30	2.60	2.60	1.40	1.40	0.30	0.30	17.50	7.90	9.60
	Difference		19.69	-19.69	16.17	-17.17	1.52	-0.58	0.94	-1.03	0.17	-1.40	0.88	0.48	0.98	3.51	-2.53
Highway Safety	Field	100	85.81	14.19	75.00	11.49	7.43	2.03	1.35	0.00	1.68	0.00	1.35	0.68	14.52	11.81	2.71
	Civilian Labor Force	100	50.00	50.00	42.10	40.40	3.60	5.30	2.60	2.60	1.40	1.40	0.30	0.30	17.50	7.90	9.60
	Difference		35.81	-35.81	32.90	-28.91	3.83	-3.27	-1.25	-2.60	0.28	-1.40	1.05	0.38	-2.98	3.91	-6.89
Computer System Spec.	Field	100	61.19	38.81	50.75	31.34	5.97	2.98	1.49	1.49	1.49	2.98	1.49	0.00	17.89	10.44	7.45
	Civilian Labor Force	100	50.00	50.00	42.10	40.40	3.60	5.30	2.60	2.60	1.40	1.40	0.30	0.30	17.50	7.90	9.60
	Difference		11.19	-11.19	8.65	-9.06	2.37	-2.32	-1.11	-1.11	0.09	1.58	1.19	-0.30	0.39	2.54	-2.15
Community Planner	Field	100	77.36	22.64	64.15	18.87	3.77	1.89	3.77	0.00	3.77	1.89	1.89	0.00	16.98	13.20	3.78
	Civilian Labor Force	100	63.00	37.00	54.70	30.30	2.40	3.20	2.10	1.40	3.50	1.90	0.20	0.20	14.90	8.20	6.70
	Difference		14.36	-14.36	9.45	-11.43	1.37	-1.31	1.67	-1.40	0.27	-0.01	1.69	-0.20	2.08	5.00	-2.92

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

FIELD ONLY NUMERICAL OBJECTIVE ACCOMPLISHMENTS BY MAJOR OCCUPATIONS

EXHIBIT VI

Series Name Category	YEAR	TOTAL			WHITE		BLACK		HISPANIC		ASIAN AMER./ PACIFIC ISL.		AMER. INDIAN/ ALASKA NAT.		TOTAL MINORITIES		
		All	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	All	Men	Women
Secretary	1995	144	3	141	3	118	0	16	0	3	0	3	0	1	23	0	23
	1997	124	2	122	2	94	0	17	0	7	0	3	0	1	28	0	28
	+/-	-20	-1	-19	-1	-24	0	1	0	4	0	0	0	0	5	0	5
Engineering Technician	1995	180	169	11	146	9	7	0	16	0	0	1	0	1	25	23	2
	1997	181	166	15	143	14	8	0	15	0	0	0	0	1	24	23	1
	+/-	1	-3	4	-3	5	1	0	-1	0	0	-1	0	0	-1	0	-1
Civil Engineering	1995	1011	901	110	786	93	22	2	41	4	47	11	5	0	132	115	17
	1997	976	866	110	748	91	23	3	39	6	51	10	5	0	137	118	19
	+/-	-35	-35	0	-38	-2	1	1	-2	2	4	-1	0	0	5	3	2
Realty	1995	66	56	10	51	8	3	2	2	0	0	0	0	0	7	5	2
	1997	62	51	11	46	10	2	1	3	0	0	0	0	0	6	5	1
	+/-	-4	-5	1	-5	2	-1	-1	1	0	0	0	0	0	-1	0	-1
Transportation Specialist	1995	21	17	4	15	4	0	0	2	0	0	0	0	0	2	2	0
	1997	44	34	10	30	9	1	1	2	0	0	0	1	0	5	4	1
	+/-	23	17	6	15	5	1	1	0	0	0	0	1	0	3	2	1
Motor Carrier Safety	1995	257	185	73	161	60	13	10	5	2	4	0	1	1	36	23	13
	1997	254	177	77	148	59	13	12	9	4	4	0	3	2	47	29	18
	+/-	-3	-8	4	-13	-1	0	2	4	2	0	0	2	1	11	6	5
Highway Safety	1995	156	136	20	121	9	9	3	3	0	1	0	2	1	19	15	4
	1997	148	127	21	111	17	11	3	2	0	1	0	2	1	20	16	4
	+/-	-8	-9	1	-10	8	2	0	-1	0	0	0	0	0	1	1	0
Computer System Specialist	1995	53	27	26	21	22	4	2	0	0	1	2	1	0	10	6	4
	1997	67	41	76	34	21	4	2	1	1	1	2	1	0	12	7	5
	+/-	14	14	50	13	-1	0	0	1	1	0	0	0	0	2	1	1
Community Planners	1995	52	38	14	31	10	3	2	2	0	1	2	1	0	11	7	4
	1997	53	41	12	34	10	2	1	2	0	2	1	1	0	9	7	2
	+/-	1	3	-2	3	0	-1	3	0	0	1	-1	0	0	-2	0	-2

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

WH ONLY DISTRIBUTION OF EEO GROUPS AND COMPARISON FOR MAJOR OCCUPATIONS

EXHIBIT VII

(In percent)

Occupational Category		TOTAL			WHITE		BLACK		HISPANIC		ASIAN AMER./ PACIFIC ISL.		AMER. INDIAN/ ALASKA NAT.		TOTAL MINORITIES		
		All	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	All	Men	Women
Secretary	Headquarters	100	1.41	98.59	0.00	28.17	1.41	69.00	0.00	1.41	0.00	0.00	0.00	0.00	71.82	1.41	70.41
	Civilian Labor Force	100	23.50	76.50	12.20	43.90	8.90	26.70	1.10	3.00	1.30	2.60	0.10	0.20	43.90	11.40	32.50
	Difference		-22.09	22.09	-12.20	-15.73	-7.49	42.30	-1.10	-1.59	-1.30	-2.60	-0.10	-0.20	27.92	-9.99	37.91
Engineering Technician	Headquarters	100	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Civilian Labor Force	100	46.60	53.40	31.60	31.70	9.20	17.10	2.40	2.00	3.20	2.30	0.10	0.20	36.50	14.90	21.60
	Difference		53.40	-53.40	68.40	-31.70	-9.20	-17.10	-2.40	-2.00	-3.20	-2.30	-0.10	-0.20	-36.50	-14.90	-21.60
Civil Engineering	Headquarters	100	82.17	17.82	72.61	4.35	6.09	1.74	5.22	0.00	7.83	1.74	0.43	0.00	23.05	19.57	3.48
	Civilian Labor Force	100	93.02	6.98	79.20	5.54	2.74	0.41	3.35	0.31	7.39	0.68	0.29	0.02	15.19	13.77	1.42
	Difference		-10.85	10.84	-6.59	-1.19	3.35	1.33	1.87	-0.31	0.44	1.06	0.14	-0.02	7.86	5.80	2.06
Realty	Headquarters	100	91.00	9.00	91.00	9.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Civilian Labor Force	100	45.50	55.50	33.80	35.10	8.70	15.20	1.40	1.80	1.40	2.00	0.10	0.20	30.80	11.60	19.20
	Difference		45.50	-46.50	57.20	-26.10	-8.70	-15.20	-1.40	-1.80	-1.40	-2.00	-0.10	-0.20	-30.80	-11.60	-19.20
Transportation Specialist	Headquarters	100	56.67	43.33	50.95	27.61	3.80	13.80	0.95	0.95	0.95	0.48	0.00	0.48	21.41	5.70	15.71
	Civilian Labor Force	100	45.50	55.50	33.80	35.10	8.70	15.20	1.40	1.80	1.40	2.00	0.10	0.20	30.80	11.60	19.20
	Difference		11.17	-12.17	17.15	-7.49	-4.90	-1.40	-0.45	-0.85	-0.45	-1.52	-0.10	0.28	-9.39	-5.90	-3.49
Highway Safety	Headquarters	100	70.00	30.00	60.00	20.00	10.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	20.00	10.00	10.00
	Civilian Labor Force	100	45.50	55.50	33.80	35.10	8.70	15.20	1.40	1.80	1.40	2.00	0.10	0.20	30.80	11.60	19.20
	Difference		24.50	-25.50	26.20	-15.10	1.30	-5.20	-1.40	-1.80	-1.40	-2.00	-0.10	-0.20	-10.80	-1.60	-9.20
Computer System Spec.	Headquarters	100	52.63	47.37	52.63	31.58	0.00	10.53	0.00	0.00	0.00	5.26	0.00	0.00	15.79	0.00	15.79
	Civilian Labor Force	100	45.50	55.50	33.80	35.10	8.70	15.20	1.40	1.80	1.40	2.00	0.10	0.20	30.80	11.60	19.20
	Difference		7.13	-8.13	18.83	-3.52	-8.70	-4.67	-1.40	-1.80	-1.40	3.26	-0.10	-0.20	-15.01	-11.60	-3.41
Community Planner	Headquarters	100	80.00	20.00	62.50	5.00	12.50	7.50	0.00	0.00	5.00	7.50	0.00	0.00	32.50	17.50	15.00
	Civilian Labor Force	100	63.00	37.00	54.70	30.00	2.40	3.20	2.10	1.40	3.50	1.90	0.20	0.20	14.90	8.20	6.70
	Difference		17.00	-17.00	7.80	-25.00	10.10	4.30	-2.10	-1.40	1.50	5.60	-0.20	-0.20	17.60	9.30	8.30

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

WH ONLY NUMERICAL OBJECTIVE ACCOMPLISHMENTS BY MAJOR OCCUPATIONS

EXHIBIT VIII

Series Name Category	YEAR	TOTAL			WHITE		BLACK		HISPANIC		ASIAN AMER./ PACIFIC ISL.		AMER. INDIAN/ ALASKA NAT.		TOTAL MINORITIES		
		All	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	All	Men	Women
Secretary	1995	95	1	94	0	37	1	55	0	1	0	0	0	1	58	1	57
	1997	71	1	70	0	20	1	49	0	1	0	0	0	0	51	1	50
	+/-	-24	0	-24	0	-17	0	-6	0	0	0	0	0	-1	-7	0	-7
Engineering Technician	1995	6	5	1	5	0	0	1	0	0	0	0	0	0	1	0	1
	1997	3	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0
	+/-	-3	-2	-1	-2	0	0	-1	0	0	0	0	0	0	-1	0	-1
Civil Engineering	1995	237	220	17	175	10	14	3	13	0	17	2	1	0	50	45	5
	1997	230	189	41	167	10	14	4	12	0	18	4	1	0	53	45	8
	+/-	-7	-31	24	-8	0	0	1	-1	0	1	2	0	0	3	0	3
Realty	1995	15	14	1	13	1	0	0	1	0	0	0	0	0	1	1	0
	1997	11	10	1	10	1	0	0	0	0	0	0	0	0	0	0	0
	+/-	-4	-4	0	-3	0	0	0	-1	0	0	0	0	0	-1	-1	0
Transportation Specialist	1995	173	106	67	97	42	6	22	1	2	1	1	0	1	34	8	26
	1997	210	119	91	107	58	8	29	2	2	2	1	0	1	45	12	33
	+/-	37	13	24	10	16	2	7	1	0	1	0	0	0	11	4	7
Highway Safety	1995	10	8	2	7	2	1	0	0	0	0	0	0	0	1	1	0
	1997	10	7	3	6	2	1	1	0	0	0	0	0	0	2	1	1
	+/-	0	-1	1	-1	0	0	1	0	0	0	0	0	0	1	0	1
Computer System Specialist	1995	21	13	8	13	5	0	2	0	0	0	1	0	0	3	0	3
	1997	19	10	9	10	6	0	2	0	0	0	1	0	0	3	0	3
	+/-	-2	-3	1	-3	1	0	0	0	0	0	0	0	0	0	0	0
Community Planners	1995	36	31	5	24	4	2	0	1	0	4	1	0	0	8	7	1
	1997	40	32	8	25	2	5	3	0	0	2	3	0	0	13	7	6
	+/-	4	1	3	1	-2	3	3	-1	0	-2	2	0	0	5	0	5
Total	1995	593	398	195	334	101	24	83	16	3	22	5	1	2	156	63	93
	1997	594	371	223	328	99	29	88	14	3	22	9	1	1	167	66	101
	+/-	1	-27	28	-6	-2	5	5	-2	0	0	4	0	-1	11	3	8

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

Appendix C

EEO GROUPS BY GRADE

WHITE MEN

	FY95 No.	%	FY96 No.	%	FY97 No.	%
SES	39	70	34	61	32	58
GS-15	160	82	163	79	160	77
GS-14	240	73	235	71	235	71
GS-13	606	71	636	69	634	68
GS-13-SES	1045	73	1068	71	1061	69
GS-9-12	839	61	818	58	783	58
GS-1-8	117	16	108	15	97	14
Total	2001	56	2002	55	1950	55

WHITE WOMEN

	FY95 No.	%	FY96 No.	%	FY97 No.	%
SES	9	16	11	20	11	20
GS-15	18	9	22	11	26	12
GS-14	35	11	38	12	41	12
GS-13	111	13	138	15	143	15
GS-13-SES	173	12	209	14	221	14
GS-9-12	298	22	301	22	280	21
GS-1-8	395	54	377	52	358	52
Total	866	24	887	24	859	24

BLACK MEN

	FY95 No.	%	FY96 No.	%	FY97 No.	%
SES	5	9	6	11	6	11
GS-15	7	4	10	5	10	5
GS-14	17	5	16	5	11	3
GS-13	31	4	34	4	40	4
GS-13-SES	60	4	66	4	67	4
GS-9-12	62	4	64	5	61	5
GS-1-8	19	3	18	2	16	2
Total	141	4	148	4	144	4

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

EEO GROUPS BY GRADE, cont.

BLACK WOMEN

	FY95 No.	%	FY96 No.	%	FY97 No.	%
SES	1	2	2	4	3	5
GS-15	3	2	3	1	2	1
GS-14	5	2	8	2	12	4
GS-13	31	4	34	4	35	4
GS-13-SES	40	3	47	3	52	3
GS-9-12	74	5	98	7	94	7
GS-1-8	145	20	157	22	156	23
Total	259	7	302	8	302	8

HISPANIC MEN

	FY95 No.	%	FY96 No.	%	FY97 No.	%
SES	1	2	1	2	1	2
GS-15	5	3	5	2	7	3
GS-14	13	4	16	5	16	5
GS-13	28	3	27	3	25	3
GS-13-SES	47	3	49	3	49	3
GS-9-12	43	3	44	3	46	3
GS-1-8	10	1	9	1	11	2
Total	100	3	102	3	106	3

HISPANIC WOMEN

	FY95 No.	%	FY96 No.	%	FY97 No.	%
SES	0	0	0	0	0	0
GS-15	0	0	0	0	0	0
GS-14	0	0	0	0	0	0
GS-13	5	1	6	1	9	1
GS-13-SES	5	0	6	0	9	1
GS-9-12	7	1	10	1	9	1
GS-1-8	17	2	21	3	29	4
Total	29	1	37	1	47	1

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

EEO GROUPS BY GRADE, cont.

ASIAN AMERICAN/PACIFIC ISLANDER MEN

	FY95 No.	%	FY96 No.	%	FY97 No.	%
SES	1	2	2	4	2	4
GS-15	3	2	3	1	3	1
GS-14	13	4	12	4	13	4
GS-13	27	3	28	3	29	3
GS-13-SES	44	3	45	3	47	3
GS-9-12	36	3	39	3	44	3
GS-1-8	8	1	10	1	1	0
Total	88	2	94	3	92	3

ASIAN AMERICAN/PACIFIC ISLANDER WOMEN

	FY95 No.	%	FY96 No.	%	FY97 No.	%
SES	0	0	0	0	0	0
GS-15	0	0	0	0	0	0
GS-14	2	1	2	1	3	1
GS-13	9	1	10	1	10	1
GS-13-SES	11	1	12	1	13	1
GS-9-12	15	1	16	1	14	1
GS-1-8	11	1	9	1	8	1
Total	37	1	37	1	35	1

NATIVE AMERICAN MEN

	FY95 No.	%	FY96 No.	%	FY97 No.	%
SES	0	0	0	0	0	0
GS-15	0	0	1	0	1	0
GS-14	3	1	2	1	2	1
GS-13	3	0	5	1	5	1
GS-13-SES	6	0	8	1	8	1
GS-9-12	5	0	5	0	8	1
GS-1-8	3	0	3	0	2	0
Total	14	0	16	0	18	1

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

EEO GROUPS BY GRADE, cont.

NATIVE AMERICAN WOMEN

	FY95 No.	%	FY96 No.	%	FY97 No.	%
SES	0	0	0	0	0	0
GS-15	0	0	0	0	0	0
GS-14	0	0	0	0	0	0
GS-13	2	0	2	0	1	0
GS-13-SES	2	0	2	0	1	0
GS-9-12	3	0	5	0	7	1
GS-1-8	9	1	7	1	5	1
Total	14	0	14	0	13	0

EMPLOYEES WITH DISABILITIES

	FY95 No.	%	FY96 No.	%	FY97 No.	%
SES					0	0
GS-15					0	0
GS-14					2	1
GS-13					7	1
GS-13-SES					9	1
GS-9-12					15	1
GS-1-8					10	1
Total					34	1

Appendix D

FHWA EMPLOYMENT

Field—Federal Aid GS-13-14

	FY 96	%	FY 97	%
Women	69	12	79	14
White	58	10	64	11
Black	5	1	6	1
Hispanic	2	0	5	1
Asian American/Pacific Islander	4	1	4	1
American Indian/Alaska Native	0	0	0	0
Men	499	88	498	86
White	438	77	436	76
Black	19	3	19	3
Hispanic	24	4	25	4
Asian American/Pacific Islander	14	2	14	2
American Indian/Alaska Native	4	1	4	1
Total	568	100%	577	100%

FHWA EMPLOYMENT

Field—Federal Lands GS-13-14

	FY 96	%	FY 97	%
Women	9	10	10	11
White	8	9	9	10
Black	0	0	0	0
Hispanic	0	0	0	0
Asian American/Pacific Islander	1	1	1	1
American Indian/Alaska Native	0	0	0	0
Men	78	90	80	89
White	71	82	73	81
Black	0	0	0	0
Hispanic	3	3	2	2
Asian American/Pacific Islander	3	3	4	4
American Indian/Alaska Native	1	1	1	1
Total	87	100%	90	100%

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

FHWA EMPLOYMENT

Field—Office of Motor Carriers GS-13-14

	FY 96	%	FY 97	%
Women	12	13	15	15
White	10	11	13	13
Black	1	1	1	1
Hispanic	0	0	0	0
Asian American/Pacific Islander	0	0	0	0
American Indian/Alaska Native	1	1	1	1
Men	82	87	87	85
White	72	77	77	75
Black	7	7	7	7
Hispanic	2	2	2	2
Asian American/Pacific Islander	0	0	0	0
American Indian/Alaska Native	1	1	1	1
Total	94	100	102	100

Appendix E

PERMANENT HIRES

	FY 95	FY 96	FY 97
Total Hires	177	271	189
Women	86	139	91
White	62	74	64
Black	15	56	17
Hispanic	6	7	10
Asian American/Pacific Islander	2	1	0
American Indian/Alaska Native	1	1	0
Men	91	132	98
White	70	100	80
Black	9	16	4
Hispanic	5	7	6
Asian American/Pacific Islander	5	8	6
American Indian/Alaska Native	2	1	2

PERMANENT HIRES

Professional and Administrative

	FY 95	FY 96	FY 97
Total Hires	88	183	129
Women	30	76	47
White	19	46	38
Black	6	26	4
Hispanic	3	3	5
Asian American/Pacific Islander	2	1	0
American Indian/Alaska Native	0	0	0
Men	58	107	82
White	42	81	66
Black	7	11	4
Hispanic	3	7	4
Asian American/Pacific Islander	4	7	6
American Indian/Alaska Native	2	1	2

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

HIRES FOR CAREER TRAINING PROGRAM

(FY 96-FY 97)

	FY 96	FY 97
Total Hires	34	31
Women	8	10
White	5	6
Black	3	2
Hispanic	0	1
Asian American/Pacific Islander	0	1
American Indian/Alaska Native	0	0
Men	26	21
White	18	16
Black	1	3
Hispanic	4	0
Asian American/Pacific Islander	2	2
American Indian/Alaska Native	1	0

HIRES FOR MOTOR CARRIER TRAINING ACADEMY PROGRAM

(FY 94-FY 97)

	FY 94	FY 97
Total Hires	19	19
Women	11	8
White	7	6
Black	4	1
Hispanic	0	1
Asian American/Pacific Islander	0	0
American Indian/Alaska Native	0	0
Men	8	11
White	4	7
Black	3	0
Hispanic	1	4
Asian American/Pacific Islander	0	0
American Indian/Alaska Native	0	0

Appendix F

FEDERAL HIGHWAY ADMINISTRATION—FIELD STAFF PROMOTIONS 1994-1997

GRADES	% White		% Black		% Hispanic		% Asian Pacific		% American Indian		TOTALS
	M	F	M	F	M	F	M	F	M	F	
SES	71.4		14.3		14.3						7
GS/GM 15	53.3	10.0	10.0	3.3	13.3		10.0				30
GS/GM 14	64.7	17.6	2.0		3.9	9.8			2.0		57
GS/GM 13	62.3	30.6	2.3	2.3	0.8	0.2	2.3	.1	.1		129
GS 12	50.0	27.3	5.3	3.0	6.8	1.5	2.3	3.0	.1		132
GS 11	41.5	30.8	4.7	7.7	4.6			4.6	1.5	1.5	65
GS 10											0
GS 9	27.5	51.7	6.9	3.4			6.7			3.4	29
GS 8	9.1	81.8				9.1					11
GS 7	15.7	64.7	3.9	9.8		2.0		2.0		2.0	51
GS 6	7.5	66.0		18.8	1.9	5.7					53
GS 5		86.3		13.6							22
GS 4	100.0										1
GS 3	100.0										1
GS 2											
GS 1											

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

FEDERAL HIGHWAY ADMINISTRATION—OFFICE OF FEDERAL LANDS 1994-1997 PROMOTIONS

GRADES	% White		% Black		% Hispanic		% Asian/Pacific		% American Indian		TOTALS
	M	F	M	F	M	F	M	F	M	F	
SES											
GS/GM 15	66.7	33.3									3
GS/GM 14	66.7			33.3							3
GS/GM 13	72.0	20.0			4.0			4.0			25
GS 12	66.1	20.5	1.4	1.4	4.4		5.8				68
GS 11	58.5	24.0	5.7		5.7	1.4	1.4	2.8			70
GS 10	77.7		5.5		16.6						18
GS 9	65.1	11.6	4.6		6.9	2.3	2.3	4.6		2.3	43
GS 8	77.2	13.6			4.5			4.5			22
GS 7	64.2	23.8		7.1	4.7						42
GS 6	58.3	29.1			4.1	4.1		4.1			24
GS 5	65.6	31.2		3.1							32
GS 4		50.0			50.0						2
GS 3											
GS 2											
GS 1											

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

FEDERAL HIGHWAY ADMINISTRATION—OMC PROMOTIONS 1994-1997

GRADES	% White		% Black		% Hispanic		% Asian/Pacific		% American Indian		TOTALS
	M	F	M	F	M	F	M	F	M	F	
SES	33.3	33.3	33.3								3
GS/GM 15	100.0										4
GS/GM 14	71.4			14.2	14.2						7
GS/GM 13	64.0	21.9	2.7	5.4	4.1	1.3					73
GS 12	44.0	32.1	3.5	14.2	1.7	1.7				1.7	56
GS 11	38.8	25.0	5.5	22.2		2.7	2.7		2.7		36
GS 10											0
GS 9	25.0	37.5	9.6	18.7	6.2		3.1				32
GS 8		42.8		57.2							7
GS 7	11.1	50.0	5.5	33.3							36
GS 6		58.3		41.6							12
GS 5		66.6		33.3							3
GS 4											
GS 3											
GS 2											
GS 1											

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

FEDERAL HIGHWAY ADMINISTRATION—HEADQUARTERS OFFICE PROMOTIONS 1994-1997

GRADES	% White		% Black		% Hispanic		% Asian/Pacific		% American Indian		TOTALS
	M	F	M	F	M	F	M	F	M	F	
SES	35.7	28.5	14.2	7.1			14.2				14
GS/GM 15	69.7	18.6	9.3		2.3						40
GS/GM 14	47.0	26.4	5.8	11.7		2.9	2.9	2.9			34
GS/GM 13	38.5	34.9	2.4	9.6	4.8	2.4	2.4	2.4	1.2	1.2	83
GS 12	15.3	41.0	5.1	23.0	5.1		7.6	2.5			39
GS 11	20.8	8.3	4.1	20.8	12.5		33.3				24
GS 10		100.0									1
GS 9	41.6	13.8	5.5	30.5			5.5	2.7			36
GS 8	17.6	23.5	58.8								17
GS 7	9.1	45.4		27.2	4.5	4.5	4.5	4.5			22
GS 6	14.2	28.5	14.2	42.8							7
GS 5	33.3	33.3		33.3							3
GS 4				100.0							1
GS 3				100.0							1
GS 2											
GS 1											

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN 1999-2003

FEDERAL HIGHWAY ADMINISTRATION—TOTAL PROMOTIONS 1994-1997

GRADES	% White		% Black		% Hispanic		% Asian/Pacific		% American Indian		TOTALS
	M	F	M	F	M	F	M	F	M	F	
SES	45.8	20.8	16.6	4.2	4.2		8.3				24
GS/GM 15	65.8	13.9	8.9	1.3	6.3		3.7				78
GS/GM 14	60.9	19.6	3.3	2.2	3.3	7.6	1.1	1.1	1.1		92
GS/GM 13	59.6	27.2	2.3	5.0	3.0	1.7			0.7	0.7	302
GS 12	48.1	28.5	4.1	7.5	5.1	1.0	3.4	1.7	0.3	0.3	295
GS 11	40.8	22.5	4.7	8.5	4.7		5.6	2.3	0.9	0.5	213
GS 10	73.7	5.3	5.3		15.7						19
GS 9	42.8	26.8	5.1	13.0	3.6	0.7	4.3	2.2		1.4	138
GS 8	44.6	29.2	15.3	7.7	1.5	1.5					65
GS 7	26.8	46.4	2.6	16.9	2.6	1.3	0.7	1.3		1.3	153
GS 6	21.3	57.3	2.2	12.3	2.2	4.5					89
GS 5	36.1	52.5		9.8	1.6						61
GS 4	25.0	25.0		25.0		25.0					4
GS 3	50.0			50.0							2
GS 2											
GS 1											

Appendix G

DEFINITIONS

This section defines many of the terms used in this report.

Action Item	Clearly identified step to attainment of an objective.
Audit	Enforcement tool to be used when there are sufficient deficiencies in an Agency's program operations.
Barrier	Personnel principle, policy, or practice that restricts or tends to limit the representative employment of applicants and employees, especially minorities, women, and individuals with handicaps.
Civilian Labor Force (CLF)	Persons 16 years of age or over, excluding those in the Armed Forces, who are employed or seeking employment.
EEO Groups	Black men, Black women, Hispanic men, Hispanic women, Asian American/Pacific Islander men, Asian American/Pacific Islander women, American Indian/Alaska Native men, American Indian/Alaska Native women, White men, and White women.
Employee	Permanent, full-time, or part-time members of the Agency workforce, including those in excepted service positions. Does not include temporary or intermittent individuals.
Employment Category	The major occupational categories for the White Collar pay system and Wage Board pay system, including: Professional, Administrative, Technical, Clerical, and Other, and Blue-Collar (PATCOB).
Fiscal Year (FY)	Reporting period from October 1 of one year to September 30 of the following year.
Major Occupation	Mission-oriented occupations or other occupations with 100 or more employees.
PATCOB	Acronym for Professional, Administrative, Technical, Clerical, and Other White-Collar occupational categories, and the Blue-Collar occupational category.
Problem	A situation in which one or more EEO groups do not have full equal employment opportunity.
Program Analysis	Review of entire Agency Affirmative Employment Program.
Program Element	Prescribed program areas for assessing where agencies should concentrate their Affirmative Employment Program analysis and plan development.
Responsible Official	Executive, Manager, or Supervisor who is accountable for accomplishing an action item.

